

# CONNECTED FOR LIFE





*“As we look back at our accomplishments in the past year, they all advance a single purpose: to help people secure their future and protect the ones they love. It’s the guiding principle that drives us to do our noble work and get better at it each day, all while honoring your hard-earned trust through a commitment to simply doing the right thing.”*

## Dear Fellow Policyowners and Customers,

When MassMutual sold its first policy in 1851, it was a pledge that formed a deep connection. It was the first of many forged with the people we have protected for more than 165 years.

Whether you bought your policy 90 years ago or yesterday – whether it was delivered on horseback or by email – our commitment to you has not wavered. At the same time, we have never stood still. We have continued to evolve and adapt in a fast-changing world to help financially prepare you for whatever life brings.

The year 2016 was a landmark moment in our evolution. It was a year marked by a historic acquisition that dramatically expanded our advisor force, major investments in our digital experience and broader outreach to people who need our solutions – all of which helped us strengthen our bonds with our customers and our communities so we are connected, for life.

### Financial Strength and Stability

To say that 2016 was far from predictable would be an understatement, as it was a year filled with global instability, regulatory uncertainty and market volatility. Yet, as the markets ended the year strongly and interest

rates began to rally, there was a sense of cautious optimism in the economy as we looked ahead.

It was during this time that MassMutual enhanced our position as a growing, vibrant company, helping people achieve the financial well-being needed to build a more confident future. We posted record sales of life insurance and retirement plans, and increased the amount of life insurance coverage we provide to more than \$560 billion. We continued to earn your confidence with our financial strength, reporting total adjusted capital at more than \$17 billion, while simultaneously investing in our future. We maintained among the highest ratings of any company in any industry<sup>1</sup>. And we delivered nearly \$5 billion in benefits, fulfilling the commitments we’ve made to the five million people who rely on us each day.

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INCREASED LIFE INSURANCE IN FORCE  
TO MORE THAN

**\$560B**

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DELIVERED NEARLY

**\$5B**

IN BENEFITS TO OUR CUSTOMERS

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We were also proud to once again share the success of our company with our eligible participating policyowners – one of the valued hallmarks of doing business with a mutual company. Last year, we approved an estimated \$1.6 billion dividend payout for 2017, following the same formula we've consistently used: strong operating fundamentals, a long-term investment philosophy and a distinct mix of high-performing businesses<sup>2</sup>. These include our domestic insurance and retirement business, our international insurance operations, and our asset management firms, which combined to manage \$675 billion at the end of 2016, a new record. Key contributors include OppenheimerFunds, Inc., one of the largest and most reputable investment firms in the U.S., and our institutional asset management subsidiaries, which reorganized last year under Barings, expanding our investment capabilities, service and scale around the globe.

### Greater Accessibility to Solutions

While we are proud of these accomplishments, it has never been our nature to rest on them. Especially with the rampant lack of financial

preparedness Americans face each day, whether it's bank accounts that are too low, retirement savings that are nonexistent or debt that's preventing them from getting ahead. In 2016, we took meaningful steps to address these challenges by making our solutions more accessible and meeting people on their terms.

Given this growing need, we grew our own ranks to better help others with the biggest financial decisions of their lives. That's why we increased our number of financial professionals by more than 60 percent through our acquisition of the MetLife Premier Client Group, an advisor force that expanded our network to more than 9,500 by the end of 2016. We now have the largest team of advisors in our history, helping to provide holistic financial solutions for every stage of life.

At the same time, we know we must do more to extend our reach in a constantly connected world by supplementing our personal interactions with a digital experience. That's why we were proud in 2016 to expand our online life insurance offering to nearly all 50 states, launch a new online venture focused on providing protection to the growing Latino population, and provide greater digital learning opportunities to help millennials achieve financial independence.

Online experiences are also available if you are an existing customer, including the ability to use your smartphone to manage your

retirement accounts or select the right mix of benefits. Of course, if talking with someone is best for you, you are always welcome to connect with our award-winning call center to get the support and guidance you need.

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GREW OUR ADVISOR FORCE TO

**9,500**

OUR HIGHEST LEVEL EVER

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And, as always, our commitment to our customers is matched by our commitment to our communities. With last year's launch of the MassMutual Foundation, we have brought greater focus to broadening economic opportunity and financial literacy. From our FutureSmart<sup>SM</sup> program that has helped nearly half a million children start on the right financial foot in life, to our partnership with, and investment in, higher education to build world-class data science and cybersecurity programs, we are building stronger connections that result in enhanced opportunities for all.

### Connected, For Life

As we look back at our accomplishments in the past year, they all advance a single purpose: to help people secure their future and protect the ones they love. It's the guiding principle that drives us to do our

noble work and get better at it each day, all while honoring your hard-earned trust through a commitment to simply doing the right thing.

I'm proud to say that we have never been better positioned to succeed, to lead, and to keep delivering on our commitments to you. Thank you for being a part of the MassMutual family. We look forward to many more years of being connected, for life.

Sincerely,

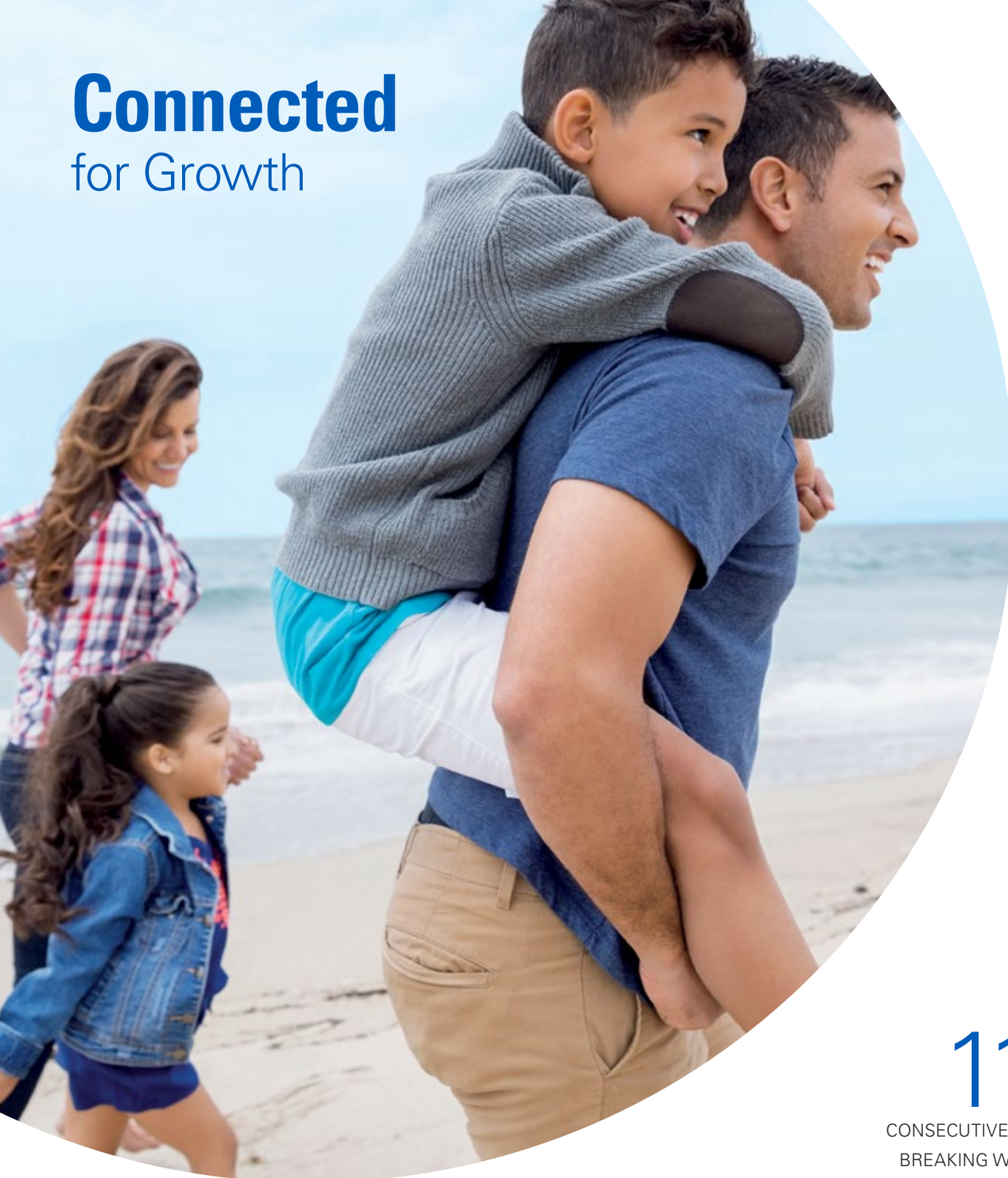


Roger W. Crandall  
Chairman, President  
and Chief Executive Officer

<sup>1</sup> Financial strength ratings are for Massachusetts Mutual Life Insurance Company and its U.S.-domiciled life insurance subsidiaries, C.M. Life Insurance Company and MML Bay State Life Insurance Company, as follows: A.M. Best Company, A++ (Superior); Fitch Ratings, AA+ (Very Strong); Moody's Investors Service, Aa2 (Excellent); and Standard & Poor's, AA+ (Very Strong). Ratings are as of 3/1/17 and are subject to change.

<sup>2</sup> Dividends are determined annually, subject to change and not guaranteed.

# Connected for Growth



## Performance Review

While 2016 was a year marked by market volatility, MassMutual achieved strong financial results with record sales of life insurance and retirement plans, a notable acquisition and continued high levels of capital, surplus and assets under management.

Sales in MassMutual's key businesses continued to outpace the industry, a testament to our attractive portfolio of products and services. Weighted<sup>1</sup> whole life sales were up 35 percent from 2015 to \$657 million, making 2016 the eleventh consecutive year of record results. This momentum was amplified by the additional production from nearly 4,000 advisors acquired from the MetLife Premier Client Group (PCG). Retirement plan sales hit record levels for the fourth consecutive year at \$11.4 billion, up 15 percent over 2015. In addition, fixed and income annuity sales grew by double digits for the year.

Statutory surplus of \$15.4 billion and total adjusted capital of \$17.3 billion remained exceptionally strong – in spite of the PCG acquisition – and position MassMutual well with substantial financial resources for the future.

Dividends to eligible participating policyowners exceeded \$1.5 billion for the third consecutive year, affirming MassMutual's dedication to paying one of the highest dividends in the industry while maintaining financial strength. In 2017, this commitment will continue with an estimated \$1.6 billion in dividends<sup>2</sup> to be paid to eligible participating policyowners.

Overall, this year's outstanding financial results validate our long-term investment approach and our commitment to our policyowners and customers.

<sup>1</sup> Weighted sales are based on annualized new premium with single premium payments calculated at 10 percent.

<sup>2</sup> Dividends are determined annually, subject to change and not guaranteed.

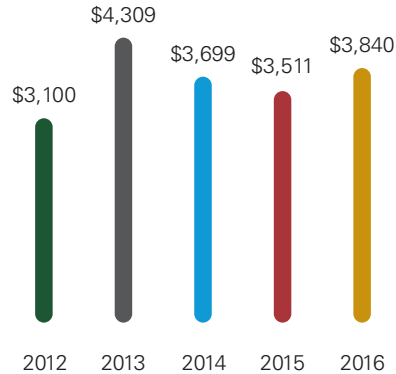
# 11<sup>TH</sup>

CONSECUTIVE YEAR OF RECORD-  
BREAKING WHOLE LIFE SALES

# \$4.9B

PAID IN INSURANCE AND  
ANNUITY BENEFITS

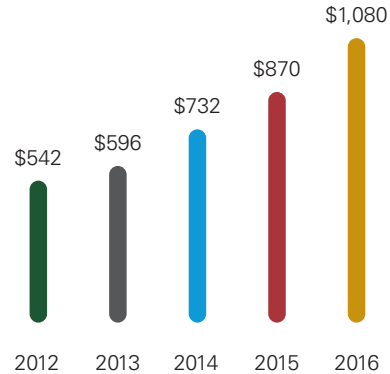
U.S. Insurance Sales  
(In Millions)



MassMutual insurance sales included record-breaking contributions from whole life as well as higher annuity volumes. Our product offering reflects a focus on creating long-term value for our policyowners while prudently managing risk.

*U.S. Insurance sales include life insurance, disability income insurance, long term care insurance and annuities.*

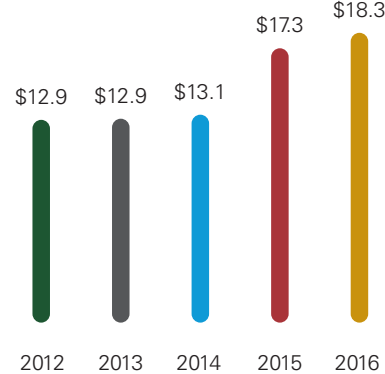
U.S. Whole Life Sales  
(In Millions)



MassMutual whole life sales reached a record high for the eleventh consecutive year. The whole life suite of products is designed with flexibility to meet market needs and create long-term value for our participating policyowners.

*These consolidated results of Massachusetts Mutual Life Insurance Company also include its U.S.-domiciled, wholly owned subsidiaries: MML Bay State Life Insurance Company and C.M. Life Insurance Company.*

Workplace and Institutional Sales  
(In Billions)

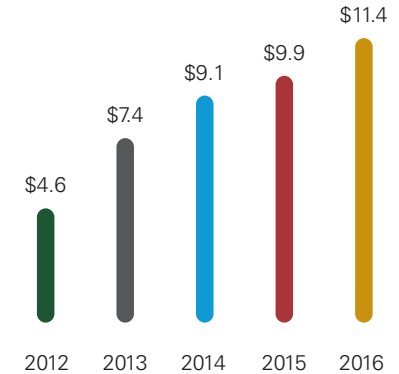


Workplace and Institutional generated record sales with strong results across a broad product line.

*Workplace sales include defined contribution plans in addition to disability and life insurance products sold at the workplace. Institutional sales include defined benefit plans, bank-owned life insurance, investment-only and pension buyout solutions, and funding agreements.*

*Prior year figures have been restated to include funding agreements.*

Retirement Plan Sales  
(In Billions)



MassMutual produced record retirement plan sales for the fourth consecutive year and currently services over 2.5 million participants in over 30,000 plans.

Strong, disciplined, and forward-looking risk management

MassMutual's strong risk management process provides a disciplined and forward-looking enterprise-wide approach, ensuring risk views are included in key strategic and operational decisions. We take a broad and multifaceted approach to identifying risk by analyzing trends in the business environment, evaluating key risk metrics, and assessing the capabilities and risks of key competitors. This allows us to identify possible risk events, prioritize them, and proactively prepare and manage for their possible occurrence – all to help protect the financial interests of our policyowners.

4<sup>TH</sup>

CONSECUTIVE YEAR OF RECORD  
RETIREMENT PLAN SALES

# Performance Summary

MassMutual delivered strong financial results in 2016, mitigating the effects of market volatility through its combination of strong operating fundamentals, a long-term investment strategy and diverse mix of businesses.

## Summary of Financial Position (Consolidated statutory basis, in millions)

As of December 31:	2016	2015
Short-term investments and cash	\$ 3,950	\$ 3,424
Bonds	88,208	83,970
Other invested assets	67,965	62,022
<b>Total invested assets</b>	<b>\$ 160,123</b>	\$ 149,416
Other assets	6,681	6,373
Separate account assets	68,234	66,408
<b>Total assets</b>	<b>\$ 235,038</b>	\$ 222,197
Policyowners' reserves	\$ 128,425	\$ 118,287
Policyowners' dividends	1,609	1,742
Other liabilities	18,092	17,887
Asset valuation reserve	3,264	2,899
Separate account liabilities	68,225	66,399
<b>Total liabilities</b>	<b>\$ 219,615</b>	\$ 207,214
<b>Surplus</b>	<b>15,423</b>	14,983
<b>Total liabilities and surplus</b>	<b>\$ 235,038</b>	\$ 222,197

Invested assets  
**+7%**, driven by  
strong business volumes  
and a diversified  
investment strategy

Surplus over  
**\$15B**,  
a record high

## Summary of Operations (Consolidated statutory basis, in millions)

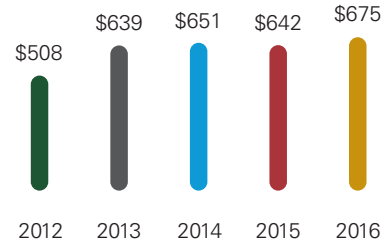
As of December 31:	2016	2015
Premium income	\$ 21,246	\$ 21,853
Net investment income	6,660	6,736
Fees and other income	1,654	899
<b>Total revenue</b>	<b>\$ 29,560</b>	\$ 29,488
Policyowners' benefits	\$ 19,118	\$ 17,062
Increase in policyowners' reserves	5,335	7,411
Commissions and other expenses	3,536	2,900
<b>Total benefits and expenses</b>	<b>\$ 27,989</b>	\$ 27,373
<b>Net gain from operations before dividends and taxes</b>	<b>\$ 1,571</b>	\$ 2,115
<b>Dividends to policyowners</b>	<b>1,566</b>	1,728
<b>Net gain from operations before taxes</b>	<b>\$ 5</b>	\$ 387
Federal income tax (benefit) expense	(277)	(109)
<b>Net gain from operations</b>	<b>\$ 282</b>	\$ 496
Net realized capital gains	(212)	50
<b>Net income</b>	<b>\$ 70</b>	\$ 546

Revenue remained  
strong, nearly  
**\$30B** for second  
year in a row

Policyowner  
dividends exceeded  
**\$1.5B** for third  
consecutive year

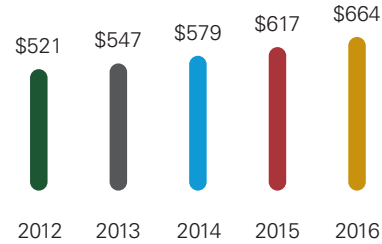
## Enterprise Measures

### Assets Under Management<sup>1</sup> (In Billions)



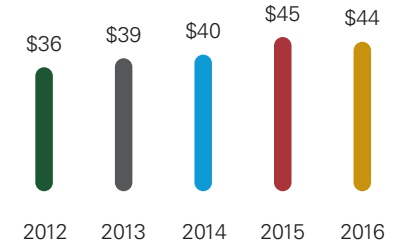
The financial assets managed by MassMutual and its subsidiaries grew to a record \$675 billion in 2016. The increase is reflective of steady growth in MassMutual's investment subsidiaries as well as its domestic and international businesses.

### Worldwide Insurance in Force (In Billions)



Worldwide insurance in force, or the amount of protection the company has issued and outstanding, grew by nearly 8 percent. Strong sales and solid retention were the driver of this growth, a reflection of our attractive product portfolio.

### Premium & Other Deposits (In Billions)

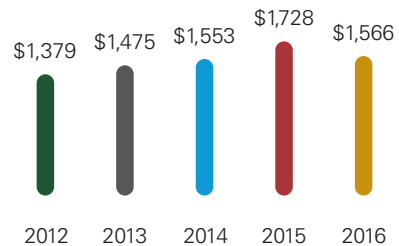


Results in 2016 reflect continued growth in our domestic insurance, annuity and retirement markets, offset by lower year-over-year volumes in certain international and institutional markets.

<sup>1</sup> Assets under management include assets and certain external investment funds managed by MassMutual subsidiaries.

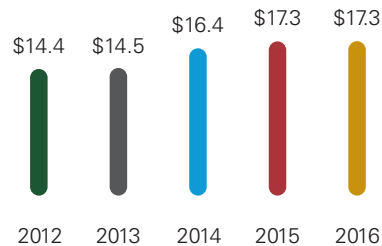
## Consolidated Statutory Results<sup>2</sup>

### Dividends to Policyowners<sup>3</sup> (In Millions)



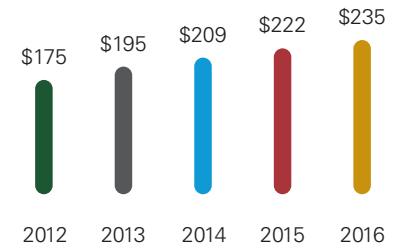
The 2016 incurred dividends to policyowners exceeded \$1.5 billion for the third consecutive year, demonstrating MassMutual's commitment to operate for the benefit of eligible participating policyowners.

### Total Adjusted Capital (In Billions)



Total adjusted capital remained strong at \$17.3 billion. This level of capital demonstrates our continued financial strength and provides the flexibility to make optimal long-term financial decisions.

### Life Company Assets<sup>4</sup> (In Billions)



Life Company assets grew 6 percent in 2016, reaching a record high of \$235 billion. Steady growth is indicative of our policyowners' and customers' recognition of the value of doing business with a mutual company.

<sup>2</sup> These are consolidated statutory results of Massachusetts Mutual Life Insurance Company and its U.S.-domiciled life insurance subsidiaries: C.M. Life Insurance Company and MML Bay State Life Insurance Company.

<sup>3</sup> Dividends are determined annually, subject to change and not guaranteed.

<sup>4</sup> Life Company Assets' 2012 figures restated.

For more information, visit [MassMutual.com/Financials](http://MassMutual.com/Financials).

# INVESTMENT

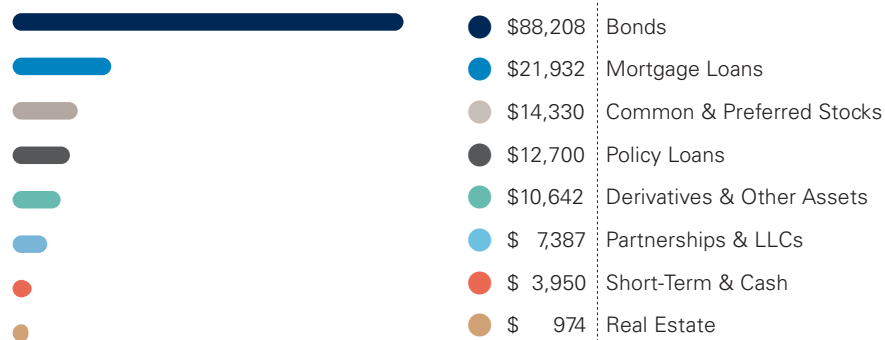
## Philosophy and Strategy

We believe that the best way to ensure that we'll be there for policyowners and their loved ones is through the consistent application of a long-standing investment philosophy. Our goal is to generate competitive long-term results for policyowners, while preserving the ability to withstand downturns in financial markets. We extend this approach through the way we manage our General Investment Account (GIA), which comprises the assets we use to meet our obligations to our policyowners. Our focus on long-term, risk-adjusted returns and the consistent application of our investment strategy has resulted in a portfolio that has performed well in the past and is positioned to do so in the future.

### Total Invested Assets

December 31, 2016 (In Millions)

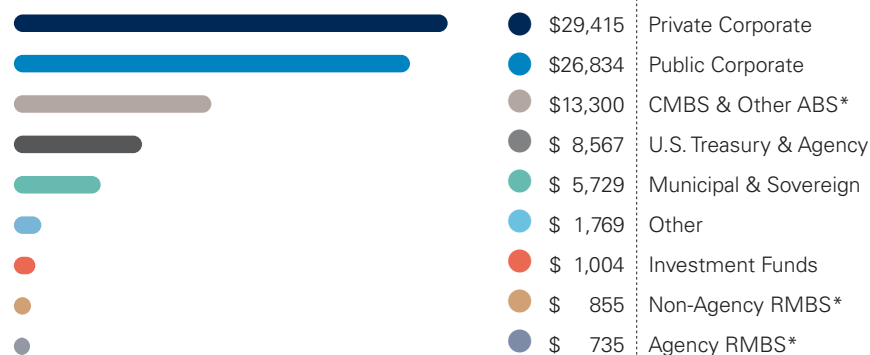
\$160,123



### Bonds

December 31, 2016 (In Millions)

\$88,208



\*Residential mortgage-backed securities (RMBS), commercial mortgage-backed securities (CMBS), and asset-backed securities (ABS)

Policy loans are loans taken by policyowners against the cash surrender value of their policies and, as such, are secured by the cash surrender value of those policies.

### Diversification

We diversify the composition of the GIA by investing in a variety of asset classes in order to reduce the impact of negative events on our portfolio. MassMutual further diversifies by investing in strategic operating businesses, such as OppenheimerFunds, Inc.; Barings; and MassMutual International LLC.

### Prudent Security Selection

Our investment professionals conduct regular, thorough reviews of both current and potential holdings to ensure that they meet our criteria for inclusion in the GIA.

### Relative Value

A relative value assessment of risk versus return informs our decision-making process as we consider various opportunities and their prospective impacts on GIA performance.



# OUR ADVANTAGE



## Policyowners & Retirement Plans

Policyowners pay insurance premiums that MassMutual uses to:

- Cover the expenses of providing protection
- Meet current benefit obligations
- Invest to pay future benefits and generate future value

Retirement plan contributions are invested through MassMutual to help secure future retirements.

- MUTUAL FORM OF OWNERSHIP
- PORTFOLIO OF PROTECTION AND RETIREMENT PRODUCTS
- STRATEGIC OPERATING BUSINESSES



## Diversified Investment Strategy

Through a disciplined investment process that supports long-term investment performance and prudent risk diversification, MassMutual invests in:

- A variety of asset classes to meet policyowner commitments
- Strategic operating businesses that capitalize on core capabilities while generating complementary returns

- STRONG NETWORK OF SKILLED FINANCIAL PROFESSIONALS
- DIVERSIFIED INVESTMENT STRATEGY
- DISCIPLINED ENTERPRISE RISK MANAGEMENT



## Financial Strength & Dividends

Our earnings help:

- Pay dividends to eligible participating policyowners
- Contribute to capital and surplus
- Support business reinvestment

*(Dividends are not guaranteed.)*



## The Result

A framework focused on delivering:

- Competitive risk-adjusted returns
- Diversified product offerings
- Industry-leading financial strength
- High dividends
- Quality service

## About MassMutual

MassMutual is a leading mutual life insurance company that is run for the benefit of its members and participating policyowners. MassMutual offers a wide range of financial products and services, including life insurance, disability income insurance, long term care insurance, annuities, retirement plans and other employee benefits. For more information, visit [www.massmutual.com](http://www.massmutual.com).

## Asset Management Affiliates



# Connected for People

Every day, we ask ourselves how we can best help our customers plan for and build more secure financial futures. We achieve this by bringing together the collective power of our company to deliver holistic, accessible financial solutions.

Diversity and inclusion are non-negotiable drivers of this strategy. It isn't solely about competitive advantage. It's also the right thing to do. Diversity and inclusion are how we connect and interact with each other and serve our clients, from millennials and boomers to veterans and the LGBT community.

Our commitment to inclusion starts with our employees. From our business resource groups that focus on engagement and business results to our work to develop culturally competent and inclusive leaders, we're fostering a culture where employees can do their best work. And we're always working to improve, measuring our progress against key diversity metrics. It's no surprise that 87 percent of employees feel that MassMutual encourages diversity, or that we're consistently recognized as a top company for diversity and ethical values.

MASSMUTUAL'S NETWORK OF  
FINANCIAL PROFESSIONALS  
NOW EXCEEDS

9,500

WORKING MOTHER MAGAZINE

100

BEST COMPANIES

## Reaching Diverse Communities

A diverse and inclusive workplace is important to understanding and meeting our customers' needs. We remain steadfast in our commitment to reaching a broad customer base, especially groups such as Latinos, who are traditionally underserved by the insurance industry. Recognizing that Latino enterprises represent the fastest-growing segment of U.S. small businesses, we partnered with the Hispanic National Bar Association (HNBA) to launch the "Su Negocio" ("Your Business") program, and were named HNBA's 2016 Corporate Partner of the Year. Through education, networking, and mentoring, we are helping Latino entrepreneurs achieve their American dream.



*Pictured Above: (Left to Right) Robert Maldonado, Past President, Hispanic National Bar Association, joined MassMutual executive, Mark Roellig, and Pedro Torres-Diaz, President, Hispanic National Bar Association; HNBA named MassMutual Corporate Partner of the Year.*

*Pictured Below: MassMutual participated in the 35th Annual Phoenix Rainbows Festival, where strong volunteer support throughout the weekend made it a huge success; our associates left to right are: Daiana Rodriguez, Christine Longo, Nicholas Mullaney, Jennifer Banas, and Tod Noftall.*

We also launched ValoraLife®, an affordable term life insurance option available online, with a primary focus on Latinos following a thorough analysis of the community along with input from members of the Association of Latinos at MassMutual and Allies (ALMMA), one of MassMutual's Business Resource Groups. The result: an integrated digital experience to engage, educate, and sell life insurance online, including bilingual phone and chat options, how-to videos, and blog posts on finances and health.



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DIVERSITY INC  
**TOP 50**  
COMPANY FOR DIVERSITY

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NAMED A  
**2016**  
WORLD'S MOST ETHICAL COMPANY  
BY ETHISPHERE® INSTITUTE

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MassMutual is also committed to supporting the LGBT community, and is a long-time advocate of marriage equality. Our "Vow to Protect" campaign gained national attention during an opening segment of *The Ellen DeGeneres Show*, garnering more than 114,000 Facebook "Likes" and 18,000 "retweets" on Twitter.

## Bringing Our A-Game to Customers

Understanding and meeting customer needs and wants requires superior service. For example, connecting to the digital generation means we must speed up and streamline our underwriting process. That's where carefully constructed digital tools like our electronic application system, EZ-app, come in. By basing underwriting decisions on algorithms, MassMutual automates approvals and increases speed-to-issue for lower-risk life applications, such as those for children and young adults.

In the past, these types of policies required up to 10 business days for processing. After rolling out EZ-app, we saw a 27 percent increase in the number of these types of policies issued in a week or less.

In 2016, we also strengthened our organization through the acquisition of the Metropolitan Life Insurance Co. (MetLife) Premier Client Group, which added 3,900 new advisors to our team, and expanded our reach to serve more communities that need what we offer. We're now firmly on the path to become the top U.S. individual life insurance – and total life insurance – provider.



*Pictured Left: Tim Shea explains how MassMutual continues to develop better ways to get life insurance policies into the hands of customers faster and easier through algorithmic, automated underwriting.*

## Winning in the Marketplace

Reaching untapped customer groups and providing world-class customer service is creating a positive feedback loop with marketplace wins. In 2016, we were proud to add Regions Bank to our client roster, resulting in the single largest 401(k) contract in company history. Our employees went above and beyond to serve this account and administer retirement benefits for more than 30,000 Regions participants, representing more than \$1.6 billion in assets.

Another major win was the inking of a pension transfer agreement with PPG, a 130-year-old global supplier of paint and specialty materials. MassMutual and MetLife will each provide 50 percent of the monthly benefits for 11,000 salaried plan retirees.



*Pictured Below: Yaileen Medina, ALMMA Business Resource Group secretary, highlights the new ValoraLife website during a team meeting.*

# Connected for Learning



*Pictured Above: Jane Gentles and all of our professionals are trained to provide personalized attention to every customer.*

In today's busy, mobile world, engaged learning moments need to be delivered conveniently – online and on the go. Whether helping customers prepare for the future or empowering people to better serve our clients, a rich array of mobile apps and online platforms make it possible.

## Reaching Customers Through Technology

Thanks to new tools and training, customers can save time and be smarter savers at every stage of life. Our RetireSMART<sup>SM</sup> mobile app, for example, provides access to helpful information and allows them to change their 401(k) or other retirement plan contributions from the palm of their hands. Using our private exchange, BeneClick!<sup>®</sup>, customers can view integrated retirement plan solutions side by side with traditional employee benefits on a single platform. And with MapMyBENEFITS<sup>SM</sup>, they can get help prioritizing their health care, insurance, and retirement benefits based on their financial needs and budget. Brokers, advisors, and employers are more familiar with these tools following our MassMutual@WORK<sup>SM</sup> digital campaign, which showcased some of our most innovative offerings.



*Pictured Above: MapMyBENEFITS helps customers prioritize their health care, insurance, and retirement benefits based on their financial needs and budget.*

## Excelling at Service

When someone loses a loved one, walking them through the claims process with sensitivity can make all the difference. All of our professionals are trained to provide personalized attention to every customer. We've also enhanced our Quick Claims Process to reduce the time to process a life insurance payout by 50 percent – allowing family members to quickly attend to their loved one's affairs.

Responding to voice-of-the-customer feedback from corporate customers and financial advisors, we've expanded our Fiduciary Assure<sup>®</sup> program for employers who sponsor retirement plans in small and emerging markets. The enhancements, including a Fiduciary Support Analyzer, provide greater flexibility and new tools to help manage fiduciary obligations and risks.

OUR ENHANCED QUICK CLAIMS  
PROCESS REDUCES THE TIME TO  
PROCESS A PAYOUT BY

# 50%

*Pictured Right: Financial advisor Hugo Carvajal meets with two customers at their business.*



ELECTRONIC SALES PLATFORM  
RECOGNIZED BY CIO.COM

**TOP 100**  
FOR I.T. INNOVATION



*Pictured Above: ContactCenterWorld award winners – Americas Region 2016, Daniel Persuitte and Rose Grabowski; MassMutual was also recognized as one of the Americas' 2016 top-ranking performers in its contact center and customer service categories.*

We also embrace a “living for service” culture. Our Medallia® data analytics tool provides a real-time pulse on our business. It enables better customer service by making feedback instantly available to our client management associates. The program was first introduced to our retirement plan customers.

Our Electronic Sales Platform (ESP) was named to CIO.com’s CIO 100 list, which recognizes companies driving business results through IT innovation. And with good reason. A full digital experience that includes real-time collaboration tools, robust education and support program, and mobile access, ESP has transformed how we strengthen client relationships, drive new sales, and streamline

our work. Both advisors and field staff credit ESP with making them more efficient and responsive to clients.

### Reaching Millennials

We foster financial literacy for millennials and Generation Z at school, at work, and at play. MassMutual’s FutureSmart Digital program, now in its second year, offers free digital financial education to middle- and high-schoolers. It has already reached over 400,000 students who have applied financial lessons using interactive video and gaming. The result: students’ financial knowledge increased by an average of 52 percent after completing the course, based on pre- and post-assessment data collected in the 2015-2016 academic year.

MASSMUTUAL’S FUTURES  
SMART INCREASED STUDENTS’ KNOWLEDGE  
IN FINANCIAL EDUCATION BY

**52%**

IN THE 2015-2016 ACADEMIC YEAR



*Pictured Above: Actor and New York Times best-selling author Hill Harper with a student in Boston, where we launched our new FutureSmart Digital middle-school course.*

# Connected for Giving



*Pictured Above: Data Science Development associates Karla Villalta and Chaoqun Jia at UMass in Amherst, Mass. MassMutual Foundation is investing \$15 million in data science and cybersecurity programs in Amherst and Springfield.*

WE INTEND TO GIVE

# \$100M

THROUGH STRATEGIC GRANTS AND PROGRAMS FOCUSED ON ECONOMIC OPPORTUNITY OVER THE NEXT 5 YEARS

We're passionate about improving economic opportunity for all Americans. The launch of the MassMutual Foundation in 2016 underscores our commitment to connect with and strengthen the communities in which we live and work. Over the next five years, MassMutual and the MassMutual Foundation intend to give \$100 million through strategic grants and programs focused on financial education, economic development, and education.

## All Americans, Coast to Coast

The Foundation's signature investment is FutureSmart, created to foster financial wellness habits among more than 2 million middle- and high school students by 2020.

Helping young people fulfill their potential, even if they lose a parent or guardian, is a guiding driver of MassMutual's LifeBridge<sup>SM</sup> Free Life Insurance Program. Leveraging the value of our core product – life insurance – the program pays all premiums for a \$50,000 term life insurance policy to benefit the children of eligible working parents or guardians.

Parents can protect their dream of providing an education for their children – even if they can't be there to see it happen. Program to date, we have issued more than 13,800 policies representing more than \$690 million in free coverage.

## Putting Passion and Dollars to Work Locally

Investments in local organizations across the country are directed by MassMutual employees and our financial professionals. In recognition of these individuals' investment of time and passion toward their personal community priorities, MassMutual and the MassMutual Foundation awarded nearly \$1.5 million in grants through several community engagement programs.

MassMutual's Community Service Awards, now in their 20th year, presented 17 grants totaling \$155,000 to local nonprofit organizations on behalf of our financial professionals in 2016. Grant determinations are based on the demonstrated value of the financial professional's involvement over the past 12 months, the nature of the impact associated, and a holistic view of the nonprofit organization's mission and impact in the area(s) they serve.

IN 2016, MUTUAL IMPACT  
RAISED MORE THAN

# \$1.1M

FOR NONPROFIT ORGANIZATIONS  
ACROSS THE COUNTRY



*Pictured Above: Our 2016 \$25,000 Community Service Platinum Award winner, financial advisor Walter Katz of MassMutual Greater Houston; the grant will support homeless children through the expanded operations of SEARCH's House of Tiny Treasures, a nationally accredited early childhood education center providing homeless children and their families quality care.*

We also encourage the dedication of employee personal time and talent to nonprofit organizations through Volunteers in Action (VIA) grants. Sixty-six deserving nonprofit organizations nationwide received \$750 on behalf of an employee who served 20 hours or more to further its mission.

While individual efforts are of great value, our MUTUAL IMPACT<sup>®</sup> program, now in its second year, harnesses the power of our collective time, talent, passion, and dollars to amplify social change in the communities where we work. Nonprofit organizations in cities where MassMutual has major offices submit applications for MUTUAL IMPACT grants; employees fund the grants with a dollar-for-dollar Foundation match and select their final nonprofit partners following an interactive Pitch Day. More than

\$1 million was distributed to well-deserving organizations focused on violence prevention, food insecurity, early-grade reading proficiency, family economic self-sufficiency, returning veterans, and education.

### Investing in an Educated Workforce for our Digital World

The importance of data and security in today's digital world is undeniable and the demand for well-trained data scientists and cybersecurity specialists continues to outstrip supply. To ensure that there is a workforce that has the skills to meet these challenges head on, in 2016 the MassMutual Foundation announced a \$15 million investment in the University of Massachusetts (UMass) over the next 10 years. This partnership will help UMass build a world-class data science hub and cybersecurity



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IN 2016, MASSMUTUAL'S  
COMMUNITY SERVICE AWARDS  
PRESENTED GRANTS  
**TOTALING \$155,000**  
TO 17 NONPROFIT ORGANIZATIONS  
ACROSS THE COUNTRY

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education initiative in Western Massachusetts – putting the Pioneer Valley at the forefront of these emerging areas as a top destination for these important disciplines.

### Meeting the Economic Potential and Strengthening the Cultural Fabric of our Community

This year closed a three-year grant of \$1,050,000 to Valley Venture Mentors (VVM) for the start-up phase of the Accelerator Program. The annual Accelerator Program is designed to be a competition attracting entrepreneurs to Springfield. In under two years, VVM has accelerated 65 startups – transforming the economic opportunity landscape of Western Massachusetts. In 2016, the MassMutual Foundation recommitted to supporting VVM through another three-year grant. The partnership between VVM and the

MassMutual Foundation was recognized by the White House as a scalable model for rural start-up accelerators.

Underscoring our commitment to develop a culturally rich community, the MassMutual Foundation has awarded multi-year funding of \$387,147 to support capital improvements for The Amazing World of Dr. Seuss Museum and exhibits, and to enable Springfield Museums to be named a Smithsonian Institution Affiliate. As an Affiliate, the Museums now can share collections, exhibitions, learning opportunities, and research expertise from one of the world's foremost museum and research institutions. The grant will help bring a wealth of resources and programming to Springfield, including traveling exhibits, outreach visits by Smithsonian scholars, and other custom-developed education, performing arts, and public programs.



*Pictured Above: Employees Sangeeta Anand and Jenna D'Angelo share their Impact Statements at a MUTUAL IMPACT Pitch Day.*

*Pictured Far Left: Entrepreneurs ask for help with their business plan at a Valley Venture Mentors' (VVM) mentorship meeting; the MassMutual Foundation – VVM partnership was recognized by the White House as a scalable model for rural startup accelerators.*

*Pictured Left: Springfield Mayor Domenic Sarno speaks at an event recognizing the Springfield (Mass.) Museums as a Smithsonian Affiliate supported by the MassMutual Foundation. Courtesy of The Republican*

# Connected for Well-being



*Pictured Above: Marcia Gary is one of approximately 15 employee volunteers who help local food banks by keeping MassMutual gardens healthy.*

For us, creating a culture of health means focusing on physical and emotional well-being – and connecting our employees to habits and opportunities that allow them to thrive and feel balanced. This commitment also extends to the health of the environment, where we embrace sustainability efforts to lessen our impact.

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EMPLOYEES EARNED MORE THAN

**\$1.5M**

IN WELLNESS INCENTIVE DOLLARS  
THROUGH OUR *LIVE HEALTHY,*  
*LIVE WELL* PROGRAM

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*Pictured Above: MassMutual health promotion coordinator Scott Burke, RN (left) performs a biometrics screening for employee Mohamed Turay (right) at MassMutual's Springfield, Mass., headquarters.*

## Embracing Employee Wellness

Responding to employees' eagerness to learn mindfulness techniques, we now offer free mindfulness courses in a live, interactive virtual classroom held weekly or monthly. The classes help employees reduce stress and feel more focused and productive at home and at work.

Through our *Live Healthy, Live Well* incentive program, employees and their spouses or domestic partners can earn up to \$1,000 for completing activities that can improve their health. Participants earn rewards for getting preventive health screenings, engaging in relaxation practices, achieving a recommended body mass index, and more. In 2016, nearly

6,000 employees – 92 percent of those eligible – participated in the program, earning more than \$1.5 million in rewards (about \$250 per participant).

## Fighting Hunger Through a Volunteer Garden

MassMutual's employee volunteer gardens continue to provide fresh produce to help feed hungry families in the Enfield and Springfield communities. Since planting began on the Springfield campus in 2012, nearly 14,000 pounds of vegetables have been harvested and donated to local communities. In 2016 alone, the Springfield garden produced more than 4,800 pounds of produce, and the first garden planted on our Enfield campus yielded



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NEARLY  
**14,000 lbs.**

OF VEGETABLES HAVE BEEN HARVESTED  
AND DONATED TO LOCAL COMMUNITIES

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more than 500 pounds. Vegetables are delivered directly to food banks – from Northern Connecticut to Western Massachusetts – that benefit from MassMutual’s MUTUAL IMPACT program. Approximately 15 employee volunteers work tirelessly to keep these gardens healthy.

### Earning LEED Gold

In 2016, our Springfield headquarters earned a LEED (Leadership in Energy and Environmental Design) Gold rating for Excellence in Environmental Stewardship from the U.S. Green Building Council. This distinction reflects our ongoing commitment to lessen our environmental impact now and in the future. This award is the second highest of four levels bestowed for LEED certification.

Since the facility’s initial LEED certification in 2011, we have continued to take on green initiatives, including improving our data reporting of sustainability performance; adding electric vehicle charging units; maintaining photovoltaic and thermal solar panels that supply 50 percent of hot water and 3 percent of power; and improving waste handling, and energy and water efficiency.



*Pictured Left: Foreman Chrisshaud Miller reviews our facilities’ performance.*

*Pictured Bottom Left: Lynn Donah engages in mindfulness meditation on the Springfield, Mass., Campus.*

*Pictured Bottom Right: Employee Abigail Dejnak works out with help from fitness specialist Courtney Johnston.*



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2016 MASSACHUSETTS  
**ECO AWARD  
FOR EXCELLENCE**  
IN COMMUTER OPTIONS

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