



# 2025 LIFE INSURANCE AND ANNUITY CONFERENCE

*Reimagine Tomorrow*

**A World of Opportunities:  
The Future of Life  
Insurance and Annuities**





# Key Trends Shaping Actuarial Demand

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- Technology and Artificial Intelligence
- Skillset Evolution
- Non-Credentialed Staff
- Offshoring/Nearshoring



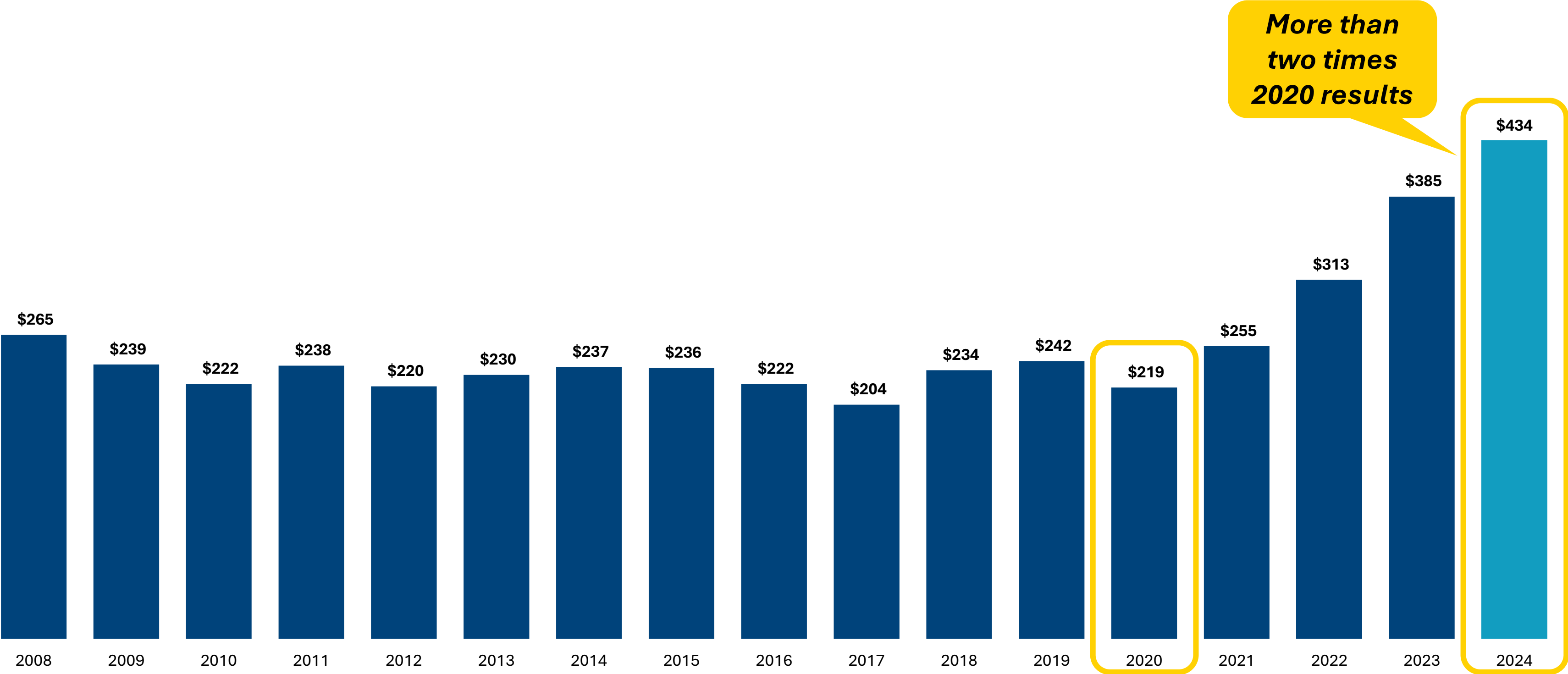
# The Future of Life Insurance and Annuities



# The Future of Life Insurance and Annuities

- Record Annuity Results
- ...but Variable Annuities Are Declining
- Record Life Results
- ...but Policy Counts Are Falling
- Record Life Insurance Demand
- ...but Supply Is Challenged
- Record Industry Revenue
- ...but Expenses Are Also Growing
- Continued Consolidation of the Independent Channel
- Capital in the Industry Is at Record Levels

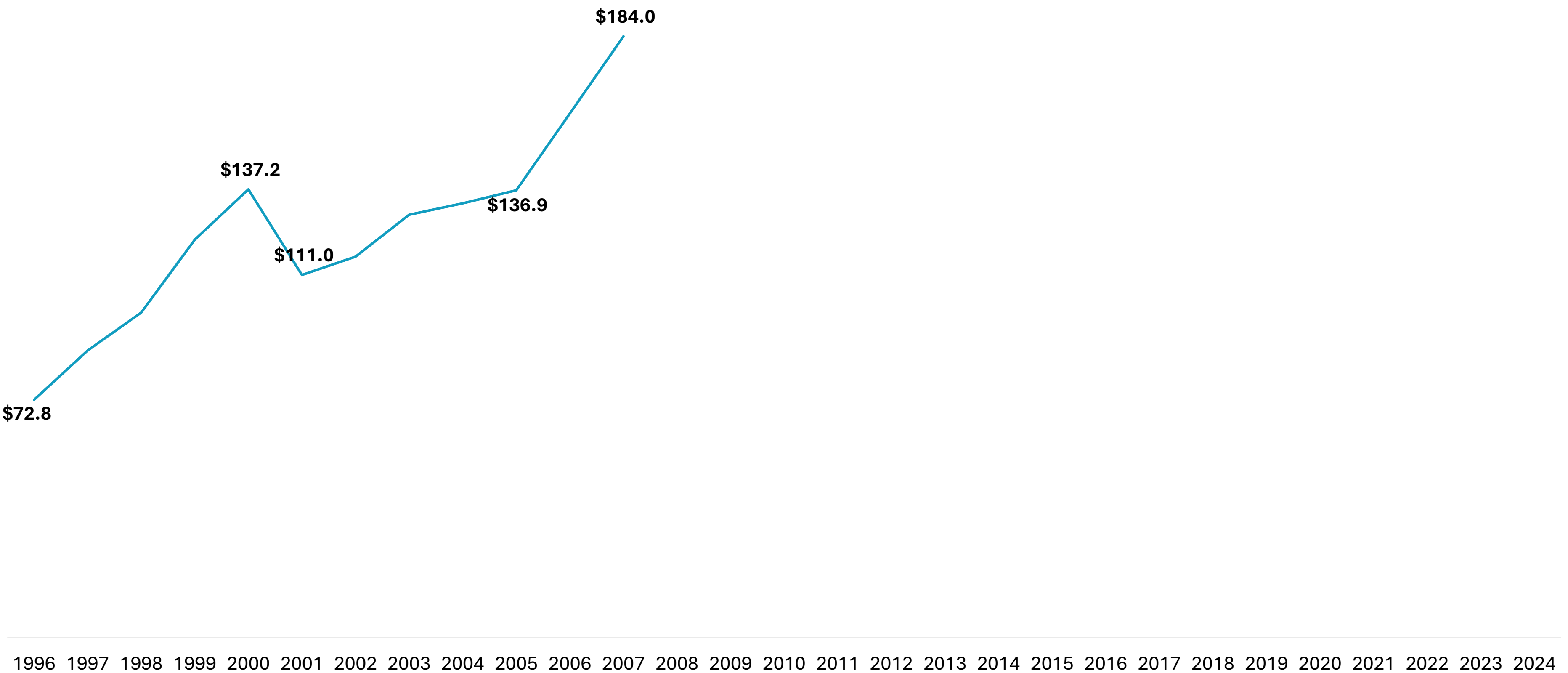
# Record Annuity Results



Dollars in billions.  
Source: U.S. Individual Annuity Sales Survey, LIMRA.



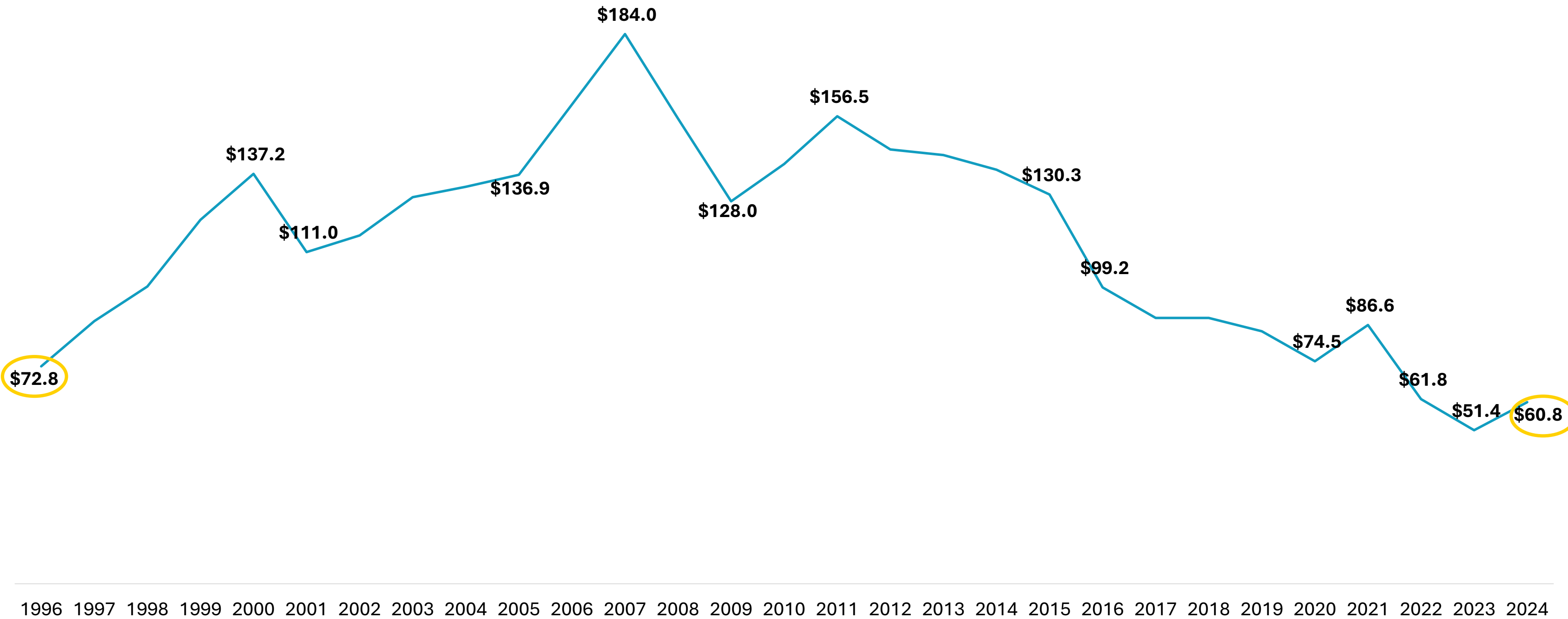
# ...but Variable Annuities Are Declining



Dollars in billions.  
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# ...but Variable Annuities Are Declining

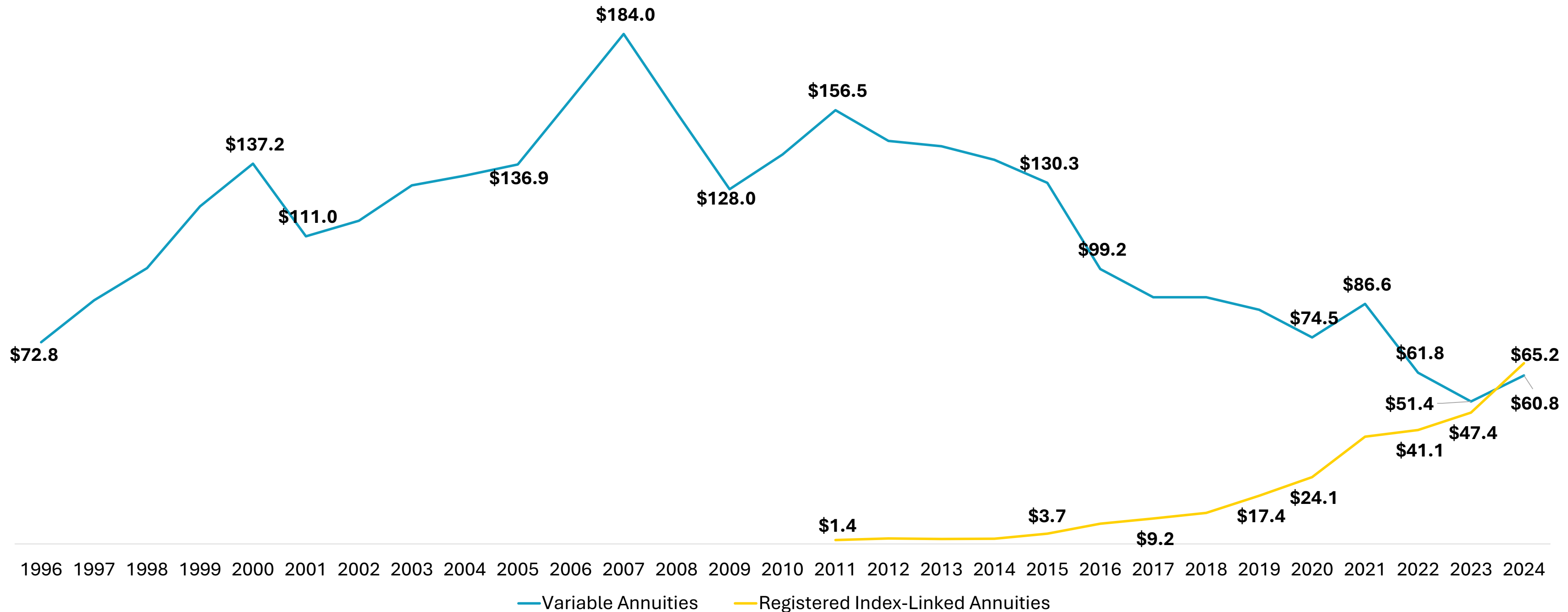


Dollars in billions.  
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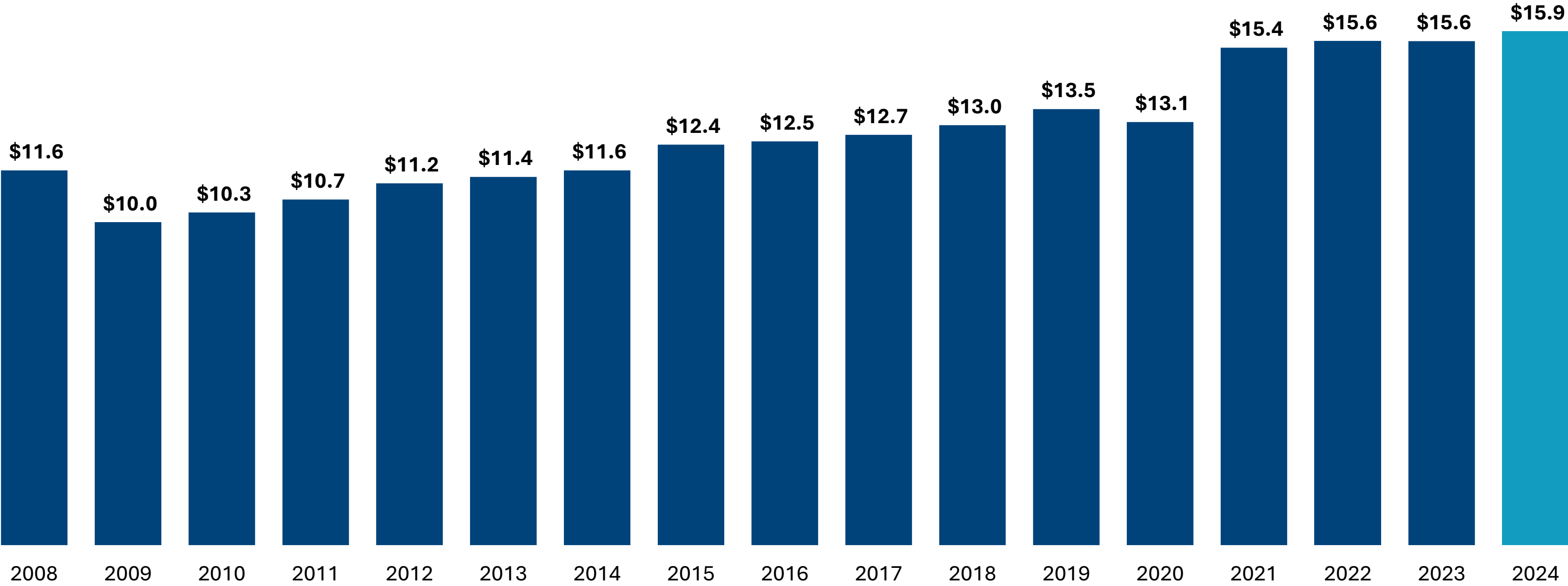
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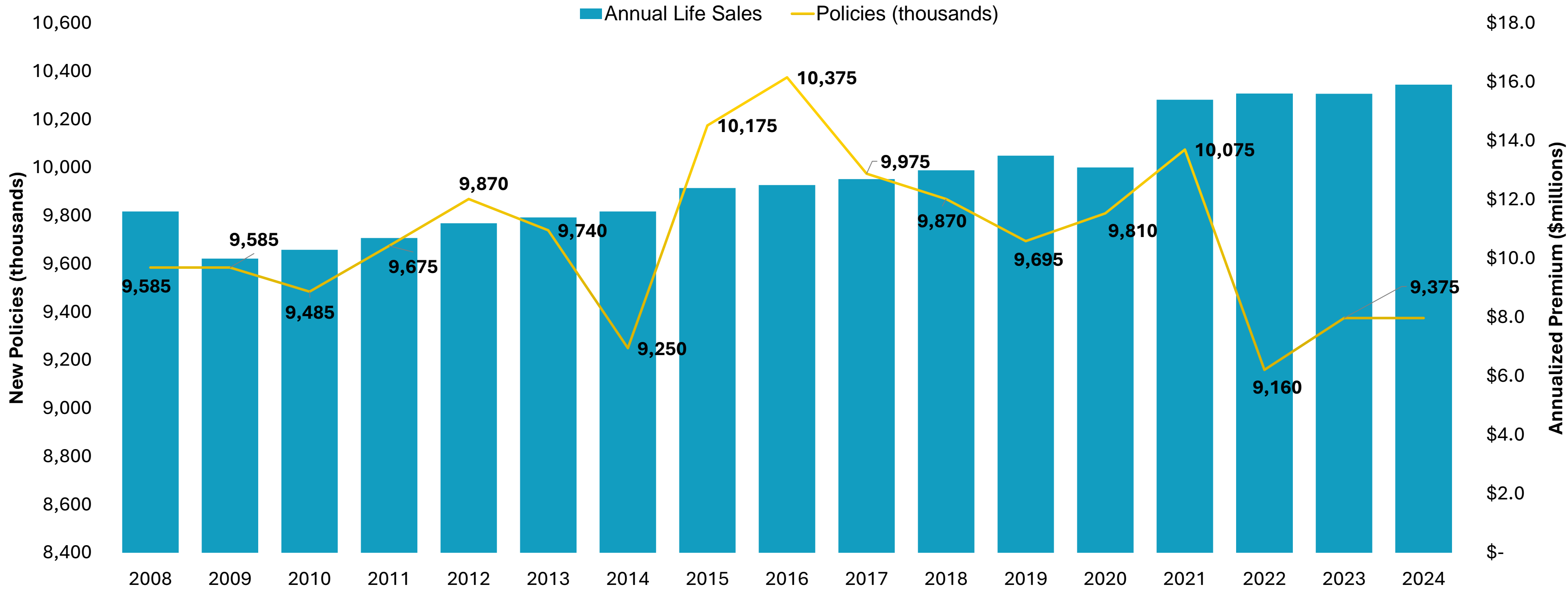
# Record Life Results



Source: U.S. Retail Individual Life Insurance Sales Survey and Industry Estimates — Annualized Premium, LIMRA.



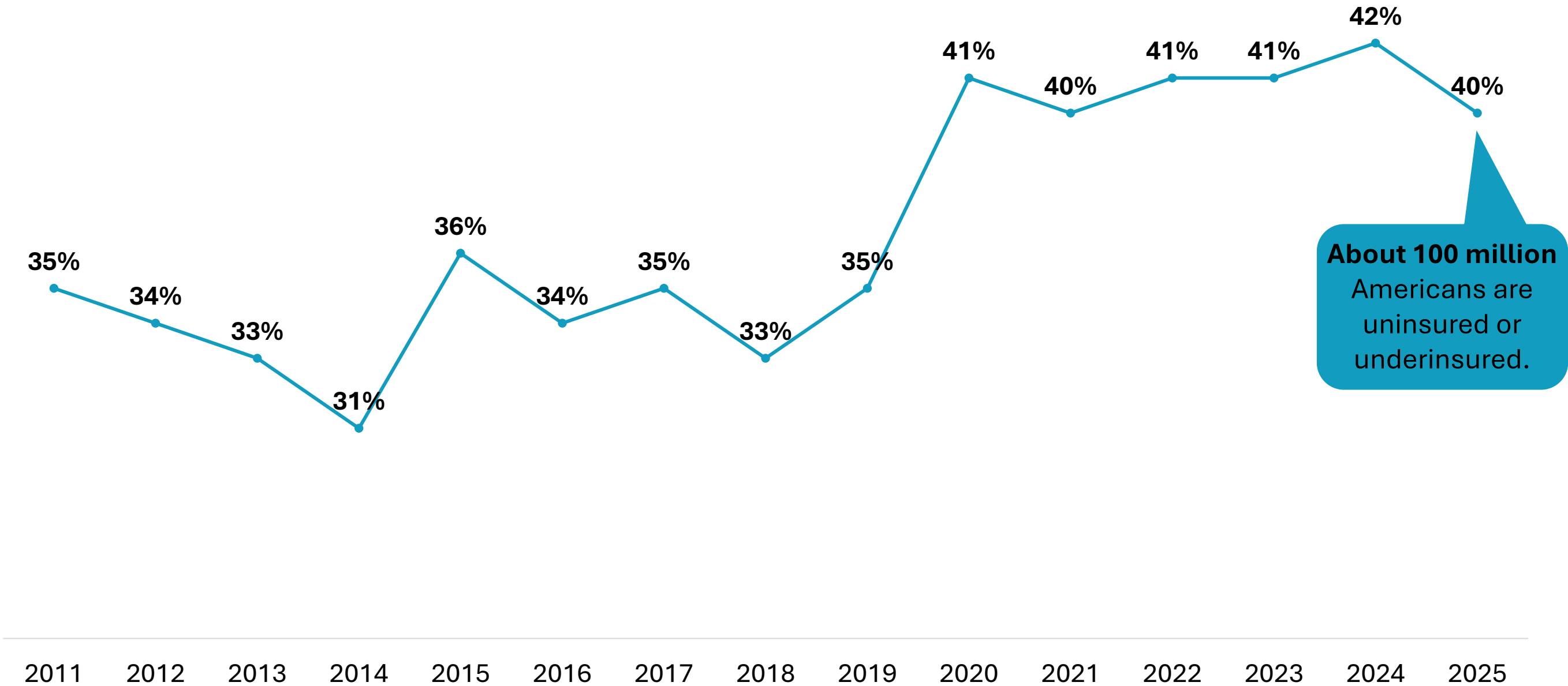
# ...but Policy Counts Are Falling



Source: U.S. Retail Individual Life Insurance Sales Survey and Industry Estimates — Annualized Premium, LIMRA; *Life Insurers Fact Book*, ACLI, 2024.



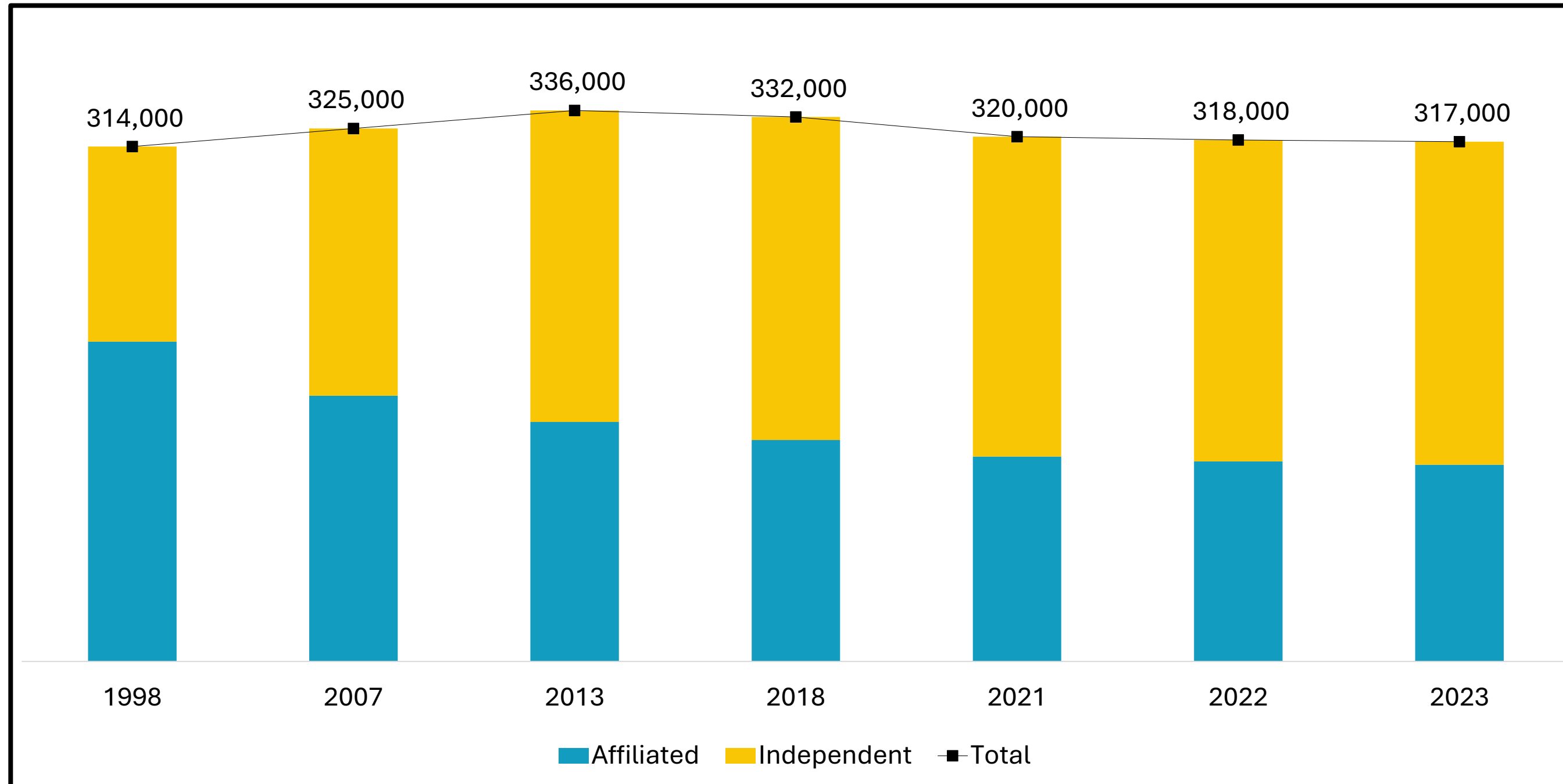
# Record Life Insurance Demand



Source: 2025 Insurance Barometer Study (unpublished), LIMRA and Life Happens.



# ...but Supply Is Challenged



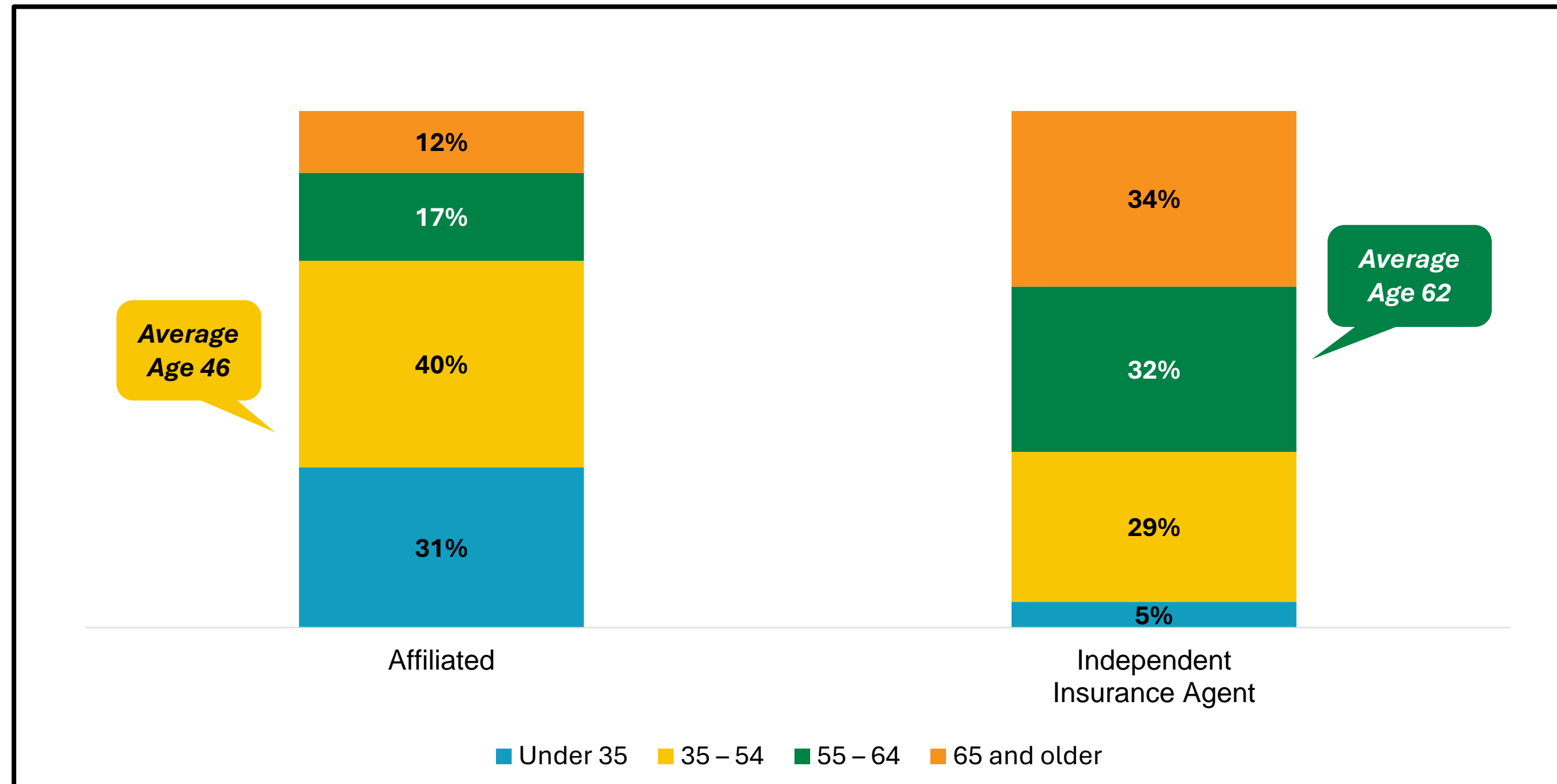
Affiliated: Agency-building, MLEA, home service channels.

Independent: Independent insurance agents focused on life insurance sales.

Sources: *U.S. Sales Capacity — A Census of Affiliated FPs*, LIMRA and LIMRA estimates, 2023; *FP (Agent) Production and Retention*, LIMRA, 2023; *Casting Light on the Age of an Independent Insurance Agent*, LIMRA, 2018.



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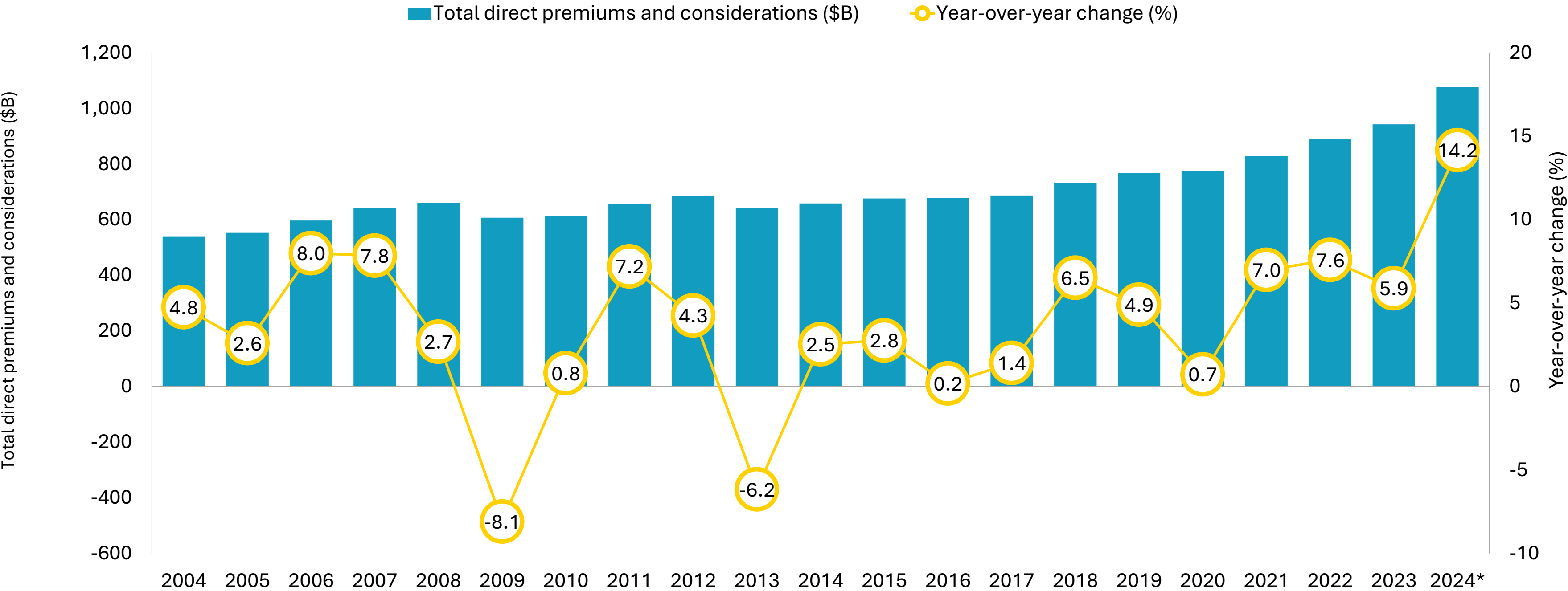
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# Record Industry Revenue

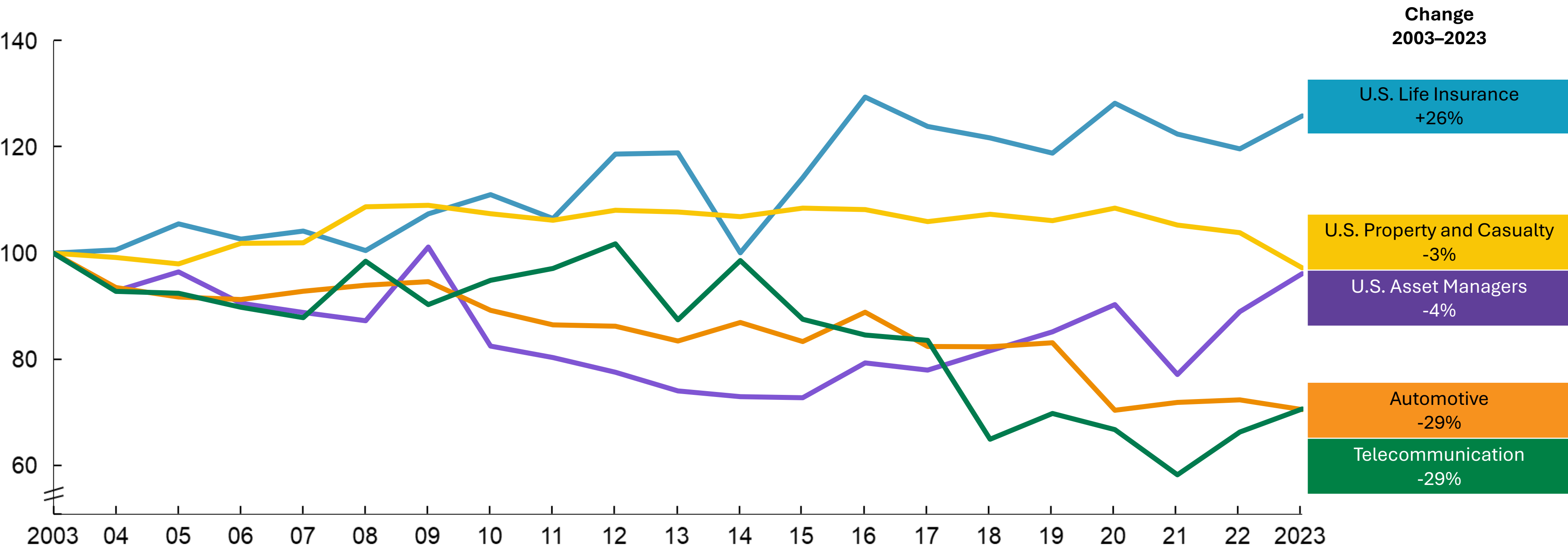


Data compiled March 10, 2025.  
Based on annual total direct premiums and considerations contained within the Exhibit-1 Part-1 premiums and annuity considerations for life, annuity, and accident and health contracts. U.S. life filers only.  
\* The 2024 annual premiums and considerations for select companies is sourced manually or based on proprietary projections.  
Source: S&P Global Market Intelligence.  
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# ...but Expenses Are Also Growing

Cost Efficiency Evolution by Industry<sup>1</sup>

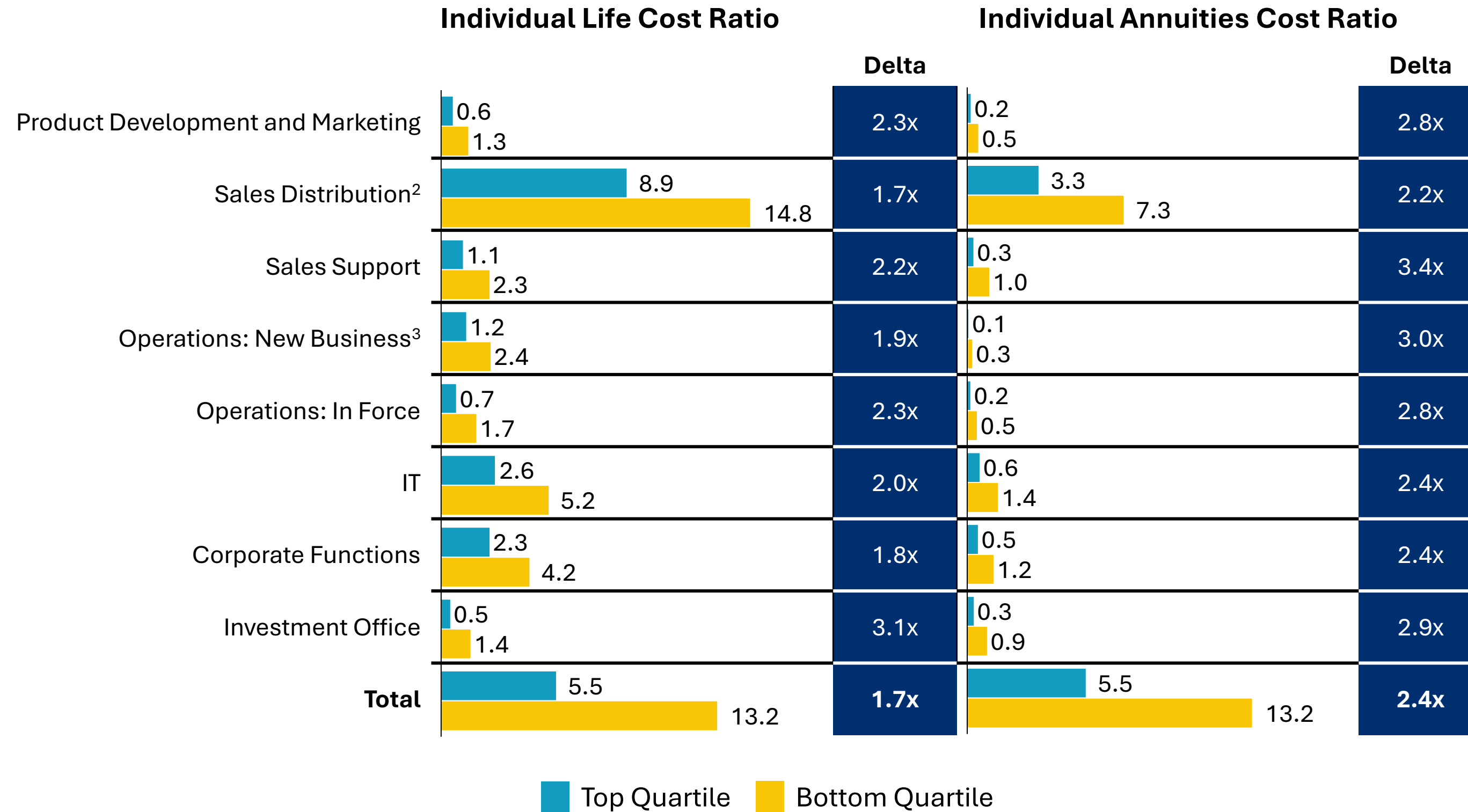


<sup>1</sup> Indexed; Expressed as “SG&A expenses as % of revenue.”  
Source: S&P Capital IQ, Team analysis, McKinsey NA Life & Annuities 360 Performance Benchmarking Survey, LIMRA, 2023.





# ...but Expenses Are Also Growing



<sup>2</sup> Includes agent commissions, salaries and benefits, and all other agent costs including allowances, 3p strategic distribution payments, and agent lease expenses, etc.

<sup>3</sup> New business contact center costs included in Operations: New Business (excluded from Operations: In Force).

Source: McKinsey-LIMRA 2024 Individual L&A Benchmark Survey. NOTE: Total based on reported total cost/GPW for each participant.

# Continued Consolidation of the Independent Channel



# Capital in the Industry Is at Record Levels

Carriers

Asset Managers

Reinsurers

Private Equity Firms

Foreign Insurers

# Thank You

