# Key themes for U.S. corporate pensions in 2025

Utilizing surpluses in DB plans

# Executive summary

- Projected Benefit Obligation ("PBO") funded ratios for U.S. corporate pension plans improved again in 2024, building on overfunded positions many plans have enjoyed since 2023.[1]
- Over the past two years, we have encouraged clients to "use their well-funded plan to their advantage," and in some cases to consider "reopening their plan or increase benefits" as few of the ways to use a surplus.
- In this year's themes, we undertake a more comprehensive review of the ways sponsors can use their surplus, many of which have nuanced regulatory or tax considerations, and each with specific investment implications that need to be planned for.

**1** BlackRock's U.S. LDI Pension MarketWatch.



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According to BlackRock's U.S. LDI Pension MarketWatch, the average funding ratio of U.S. corporate defined benefit (DB) plans is at its highest level in 16 years. While 15% of the working-age population in the U.S has a DB plan, about two-thirds[2] of these plans are closed to new entrants and benefit accruals are frozen, meaning that just 6% of U.S. workers still have a growing benefit. Pension surpluses, particularly for closed and frozen plans, may lie dormant on corporate balance sheets unless they are used.

As shown in Exhibit 1 below, we believe there are seven uses for a pension surplus that have the potential to either increase or reduce a plan's footprint. Some of these initiatives may benefit the sponsor as well as the participant. As always, decision-makers should remember that the ERISA fiduciary responsibility to focus on preserving benefits for participants remains the ultimate priority when designing investment strategies for DB plans.

Starting on page 4, we dig into each of these options and their investment implications, in addition to examining the trends we think will shape the market in the coming year.

**Exhibit 1: Seven uses for a pension surplus**

| | |
|---|---|
| **Retain or increase footprint of plan** | **1** Hibernate plan on balance sheet |
| | **2** Reopen plan to new participants |
| | **3** Enhance benefits for existing participants |
| | **4** Put surplus to work for permissible corporate activities |
| **Reduce footprint of plan** | **5** Fund additional benefits beyond the pension |
| | **6** Offer lump sums or pension risk transfer (PRT) |
| | **7** Bring surplus back to the organization |

**Source:** BlackRock. Decision-makers should remain aware that the ERISA fiduciary responsibility to focus on preserving benefits for participants remains the ultimate priority when designing strategies for DB plans.

**2** Willis Towers Watson Insider, "Retirement offerings in the Fortune 500: 1998-2019" (2020).

# Seven uses for a pension surplus

## 1 Hibernate the plan on balance sheet

Some sponsors may choose to continue managing their overfunded plans as is, and simply let the surplus provide a cushion to help ensure assets are available to pay current and future pension benefits and avoid variable-rate PBGC premiums. Some in the industry call this a "hibernation" strategy. This likely implies a heavy focus on customized liability driven investment (LDI) strategies to preserve strong funding levels and minimize the risk of stranded surplus.

From the sponsor's perspective, hibernating the plan in an overfunded position may also have ancillary benefits, such as generating pension income to improve non-operating earnings or lowering leverage ratios as an asset on the balance sheet.

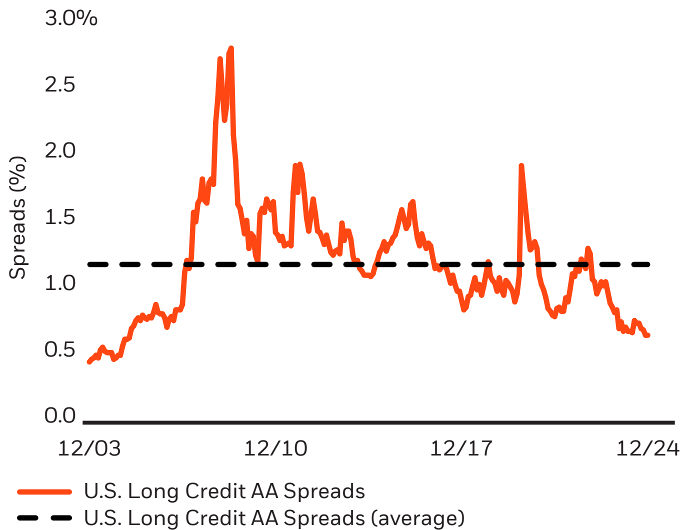
Most customized LDI programs in hibernation strategies tend to have relatively high allocations to investment-grade credit to help match both the rate and spread sensitivity of the discount rates used to value U.S. corporate pension liabilities. However, as shown in Exhibit 2 below, investment grade spreads, and the proportion of the overall hedge coming from spreads, are both near pre-Global Financial Crisis lows.

If spreads were to widen back to historical averages, this would likely cause investment grade credit to underperform the Treasury or rate-hedging parts of the LDI program. Treasuries also tend to do well in risk-off environments and may provide downside protection to funded ratios, which may be particularly attractive with equities near all-time highs. In the coming year, we believe it is worth considering increasing the proportion of the hedge coming from rates and reducing the portion coming from spreads, especially for clients with significant growth allocations.

A new trend we are seeing in hibernation strategies is a broadening of the definition of LDI assets to include private credit. For U.S. pension plans, the asset class may be attractive because it has credit characteristics that are similar to corporate pension liabilities, while offering higher return potential than traditional investment grade fixed income.

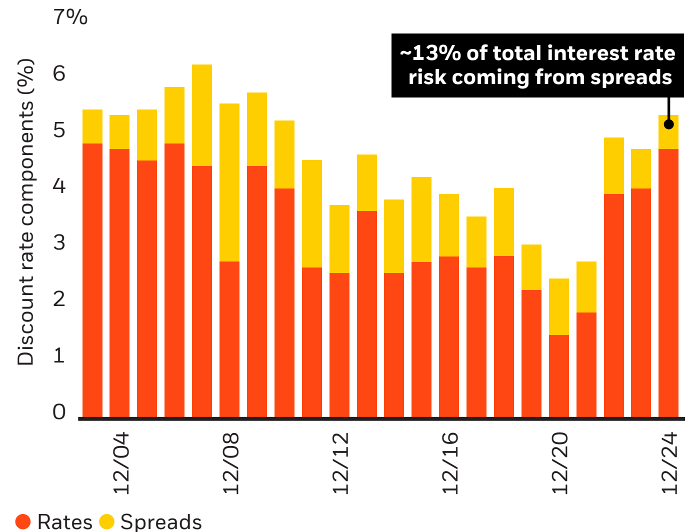
The size of the private credit market globally has tripled between 2016 and 2023, to just under $2 trillion,[3] and BlackRock forecasts it will grow to $3.5 trillion by 2028, leaving plans abundant opportunities to source assets.

**Exhibit 2: IG Credit spreads continue to tighten as company fundamentals remain robust…**




**Source:** BlackRock as of December 31, 2024. Spread modeled as OAS for the Bloomberg Long Credit AA Index.

**…and credit spreads are now a far smaller proportion of the liability discount rate**




**Source:** Bloomberg, BlackRock as of December 31, 2024. Liability discount rate components were calculated by taking the Yield to Worst – the OAS of the Bloomberg Barclays Long Corporate AA Index. Spread component was modeled as the OAS.

**3** Source: BlackRock, Prequin as of December 31, 2023.

## 2 Reopen the plan to new participants

One year after IBM's decision to reopen its $25.1bn[4] overfunded DB plan, there has been much speculation about whether other U.S. corporates would follow suit. There were a few high-profile examples of workers, particularly at companies with union populations, such as Boeing, becoming more vocal about their desire to receive a traditional defined benefit pension. We think this drumbeat will continue.

> **"That's why the capital markets will be key to addressing two of the mid-21st Century's biggest economic challenges. The first is providing people what my parents built over time – a secure, well-earned retirement…"**
>
> — Larry Fink, 2024 Annual Chairman's Letter to Investors

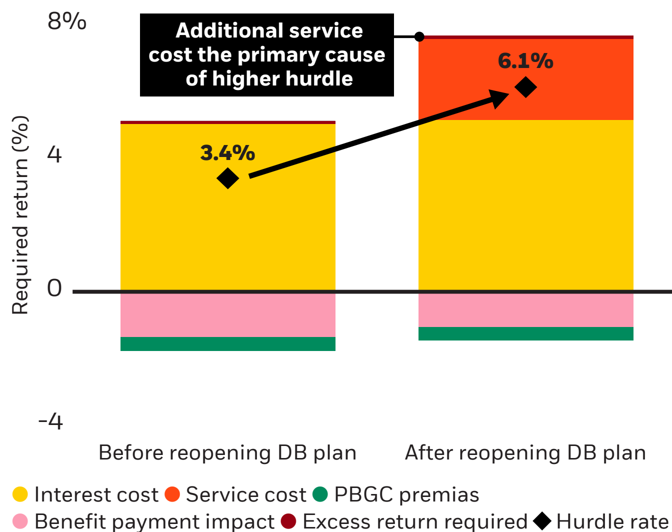
Our view is reinforced by a 2024 report from the National Institute on Retirement Security that found that 77% of Americans surveyed felt that the disappearance of pensions makes it harder to achieve the American Dream, and 83% say that all workers should have a pension so they can be independent and self-reliant in retirement.

IBM's use of a cash-balance plan design has become increasingly common in the U.S., with nearly 50% of all DB plans now having some portion of their benefits accruing as a cash balance. But other plan designs could also be feasible when reopening. Options include cash balance plans that are tied to a market return rather than a fixed interest rate or bond yield, and hybrid DB and DC plans where the sponsor matches some, but not all, employee DC contributions and also provides an ongoing DB benefit.

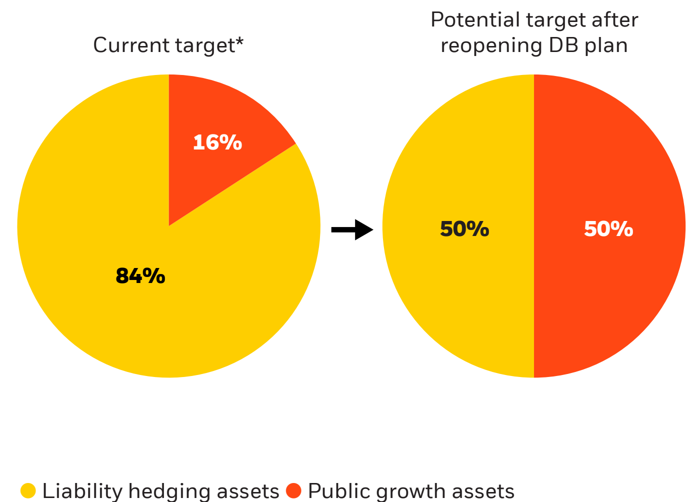
For the DB plan, each of these designs is likely to imply different liability profiles and growth rates and, hence, different investment strategies. However, when a plan is reopened to new participants, the sponsor almost always needs to re-risk its asset allocation into growth assets (and out of LDI assets) if it wants the plan to remain overfunded and avoid future contributions once the surplus is depleted.

In IBM's case, as shown in Exhibit 3 below, we estimate that by reopening the plan, the required annual rate of return to maintain a 110% PBO-funded ratio would increase from 3.4% to 6.1%, resulting in a potential need to increase the allocation to growth assets by more than 30%. This assumes the allocations are restricted to public market assets. If liquidity were not a concern and the time horizon was long, the plan could conceivably reduce that 30% figure by establishing a new diversified private markets program, where returns are potentially higher.

**Exhibit 3: Investment implication of reopening the plan: Required rate of return to maintain 110% PBO funded ratio increases by 2.7% per year…**




**…resulting in a potential need 're-risk' into public growth assets by more than 30% to help avoid future contributions**




**Source:** BlackRock 2024 IBM U.S. Benefits Guide. Required rate of return and portfolios shown are for illustrative purposes only. Required rate of return is defined as the return required by a plan to achieve a given funded ratio over a given time horizon net of contribution and are calculated by BlackRock using IBM plan funded status December 31, 2023. Required rate of returns are comprised of service cost (Annual benefit accrual rate), interest cost (yield on the liability), PBGC premiums, and benefit payment impact. PBGC premiums calculated by summing the fixed rate premium ($106* participant count) and variable rate premium (minimum of 5.20%* deficit and $717* participant count) per PBGC guidelines. Benefit payment impact calculated as Liability Cash Flow* (1/Starting Assets – 1/Starting Liability) and is the impact of having more assets than liabilities to pay every dollar of benefits. Excess return required is the tailwind of applying a growth rate to an asset base that is larger than liability since the plan is overfunded.
***** Current target is an estimate interpreted from IBM 2023 10-K Statement and Form 5500 disclosure as of December 31, 2023.

**4** IBM 2022 10-K.



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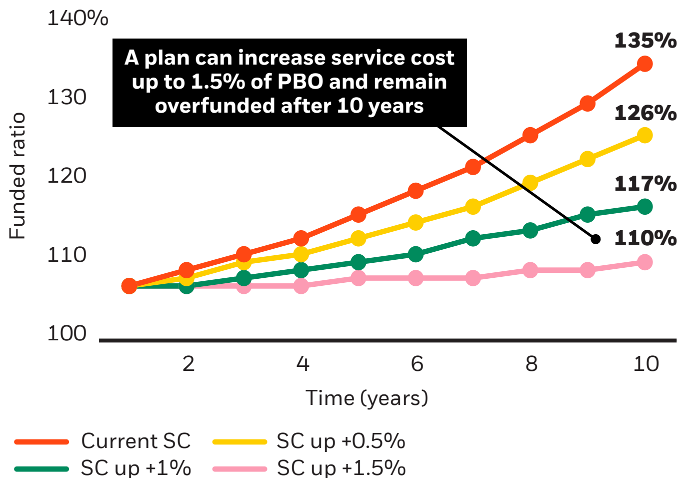
## 3 Enhance benefits for existing participants

Enhancing benefits for existing participants in an open plan is similar to reopening the plan, in terms of the potential implications for the investment portfolio. In almost all cases, the required return to achieve or maintain a certain PBO-funded ratio level would increase. However, to avoid potentially creating a stranded surplus, which occurs when a plan has excess assets after both current and future accruals are funded, sponsors should take care to design portfolios that target the appropriate return without overshooting.

The left panel of Exhibit 4 below looks at a plan that started at 107% PBO-funded and was projected to grow to 135% over the next 10 years (orange line), based on its current asset allocation and contribution strategy. The plan was sensitive to reducing its expected return, so instead of de-risking its asset allocation, we calculated the impact of increasing service accruals in 0.5% increments as a percentage of the PBO. Ultimately, we found that the sponsor could increase benefits by up to 1.5% and remain overfunded after 10 years.

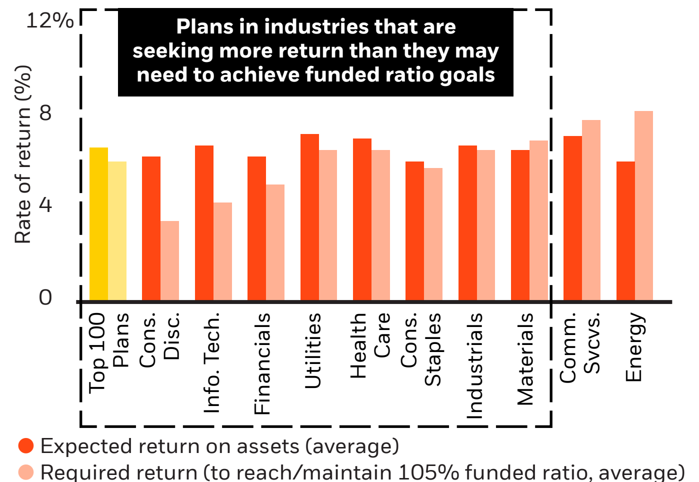
The right panel of Exhibit 4 shows the average required return to reach or maintain 105% PBO-funded for the Top 100 U.S. defined benefit plans, relative to the average expected return of those same plans. Interestingly, plans in certain industries — particularly consumer discretionary, information technology, and financials — appear to be seeking higher returns than they require. These plans may have an opportunity to de-risk or, alternatively, to enhance benefits and absorb any increases in service cost without having to adjust their asset allocation or contribution strategy.

### Exhibit 4: The impact of increasing service cost of the projected path of PBO funded ratio




**Source:** BlackRock analysis as of November 29, 2024. Represents the projected PBO Funded Ratio evolution for a sample plan where starting funded ratio is 107.3% per BlackRock U.S. Pension Funding Update, at different levels of Service Cost ("SC") change. The asset class weights are based on 10-K data from the top 200 public corporate pension plans as of December 31, 2023 (34.6% long credit, 23.1% U.S. 10+ Treasury, 13.2% U.S. equity, 7.6% intl. equity, 5.5% global equity, 3.5% RE, 5.3% PE, 0.8% private debt, 0.1% infrastructure, 3.6% HF cash 2.8%).

### Plan sponsors are already well positioned to absorb any increase in service cost




**Source:** BlackRock, S&P Capital IQ, BlackRock analysis as of 12/31/2023. Depicts hurdle rate to reach 105% funded ratio and expected return on assets of Top 100 U.S. corporate defined benefit pension plans by size (as quoted in 10K regulatory filings). Sector analysis (EROA and required return) is based on the breakdown of the top 100 U.S. corporate DB plans by their GICS sector. "Hurdle Rate" is defined as the required rate of return for the plan to reach a funded ratio of 105% in 10 years. It is estimated using the plan's Projected Benefit Obligation (PBO), Assets, Interest Cost, Service Cost, First-year Planned Contributions, Projected Liability Payout and other data from the annual reporting as of Fiscal Year-End 2023. The calculation is made assuming annual contributions beyond the first year are the sum of 1/15 of Unfunded PBO and Service Cost while the plan is underfunded.

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## 4 Put surplus to work for permissible corporate activities

Pension surpluses can be a useful asset in merger and acquisition (M&A) activity, particularly if the prospective buyer has an overfunded plan and the acquisition target has an underfunded one. In these cases, using surplus assets can help reduce the cost of the overall M&A transaction.

Exhibit 5 below is a simple illustrative example where the price of the acquisition target would be reduced by the amount of its deficit ($50m), but the pension of the merged entity would still have a healthy 118% funded ratio, assuming the plans were merged and a new plan was created.

### Exhibit 5: Surplus of buyer used to absorb deficit of target, merged plans still have healthy funded ratio

| | Buyer | Target company | Post-acquisition |
|---|---|---|---|
| **Plan assets** | 2,500 | 450 | 2,950 |
| **Plan liabilities (PBO)** | 2,000 | 500 | 2,500 |
| **Surplus/(Deficit)** | 500 | (50) | 450 |
| **PBO Funded Ratio** | 125% | 90% | 118% |

**Source:** BlackRock as of December 31, 2024, for illustrative purposes only.

There are important regulatory considerations that help ensure participants in both plans are not adversely affected by the use of surplus in M&A activity. In particular, Internal Revenue Code (IRC) Section 414(l) specifies that pre-merger-level benefits must remain available for participants in the plan of the acquisition target for five years following the merger. IRC Section 401(a)(4) specifies that non-discrimination testing is required to ensure that highly compensated employees do not disproportionately benefit from a new plan compared to non-highly compensated employees, and, post-merger, plans must also meet minimum participation requirements under IRC Section 401(a)(26).

Merging the overfunded plan with the underfunded plan would likely impact the funded ratio and thus require an asset-allocation shift to maintain a given funded ratio. Perhaps even more impactful, however, would be the merger of internal investment teams, advisors, investment managers, and general operating procedures for the two plans. As with any integration, careful planning and execution can minimize risk and save cost, and outsourcing could be a viable solution to help avoid the additional internal resource burden.

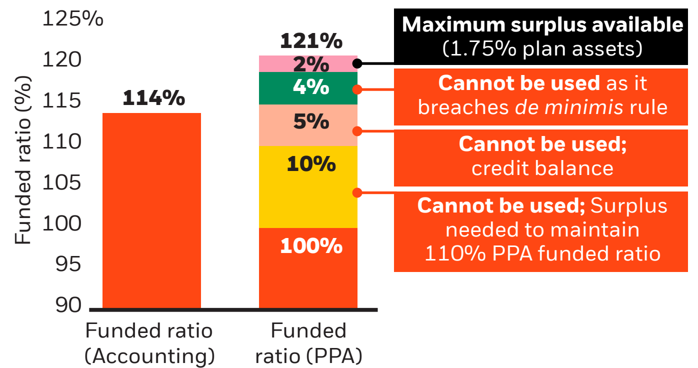
## 5 Fund additional benefits beyond the pension

Sponsors can also use surpluses to fund additional benefits beyond the pension. As one example, under IRC Section 420, employers may use surplus pension assets to prefund retiree health benefits, otherwise known as 401(h) accounts.

To calculate the amount of surplus that might be available, it is important to know that the definition of a "surplus" differs from the PBO or accounting surplus we've used in the rest of this paper. According to Section 420, only "excess pension assets," defined as either: (i) assets (minus credit balance) above 125% of the plan's PPA funding target plus target normal cost in the case where more than 1.75% of the assets are being transferred; or (ii) as allowed by updated legislation in SECURE 2.0 Act of 2022, assets (minus credit balance) above 110% of the plan's PPA funding target plus target normal cost for each of the preceding two years in the case where less than 1.75% of the assets are being transferred, can be used. Only one transfer can be made in any taxable year, and there are additional conditions that apply.

The above rules can severely restrict the amount of pension surplus that can be redeemed to fund retiree health benefits. Exhibit 6 below shows an overfunded plan that has a surplus of 14% on a PBO basis and 21% on a PPA basis. After deducting its credit balance, the PPA-funded status is 116%, which prohibits the plan from transferring more than 1.75% of its assets per year. The pink section of the exhibit shows how small a slice of the surplus this ends up being — just 2% of the overall excess. Pension plans likely need to be very well funded for pension surpluses to materially benefit retiree health programs.

### Exhibit 6: "Surplus" available for retiree medical expenses is not the same as a surplus from a PBO perspective




**Source:** BlackRock for illustrative purposes only. Liabilities valued using generic sample client cashflows with 13-year duration and ~$500mm PBO as of December 31, 2023. Analysis as of November 29, 2024. Funding liability value calculated based IRS Pension Plan Funding Segment Rates with 4 month lookback and accounting liability values calculated using ML 6A corporate discount curve as of November 29, 2024. Asset value is market value of assets as of November 29, 2024 based on initial funded status of 104.96% as of December 29, 2023 on an Accounting basis and initial allocation of 50% global equities and 50% long gov/credit rebalanced monthly.

## 6 Offer lump sums or pension risk transfer

A lump sum offer by the sponsor gives participants the option to receive their benefits as a single lump sum — before their normal retirement date — rather than as an annuity. A pension risk transfer (PRT) transfers the pension obligation to an insurance company that takes responsibility for paying benefits as they fall due. Both initiatives are typically undertaken when the sponsor wants to reduce or eliminate the financial risk of the plan to the company. Participants can transfer a lump sum into an eligible retirement vehicle, potentially giving individuals more flexibility in how their retirement savings are invested and spent. A PRT may also be attractive to participants who feel that insurance companies are creditworthy and highly likely to pay benefits.

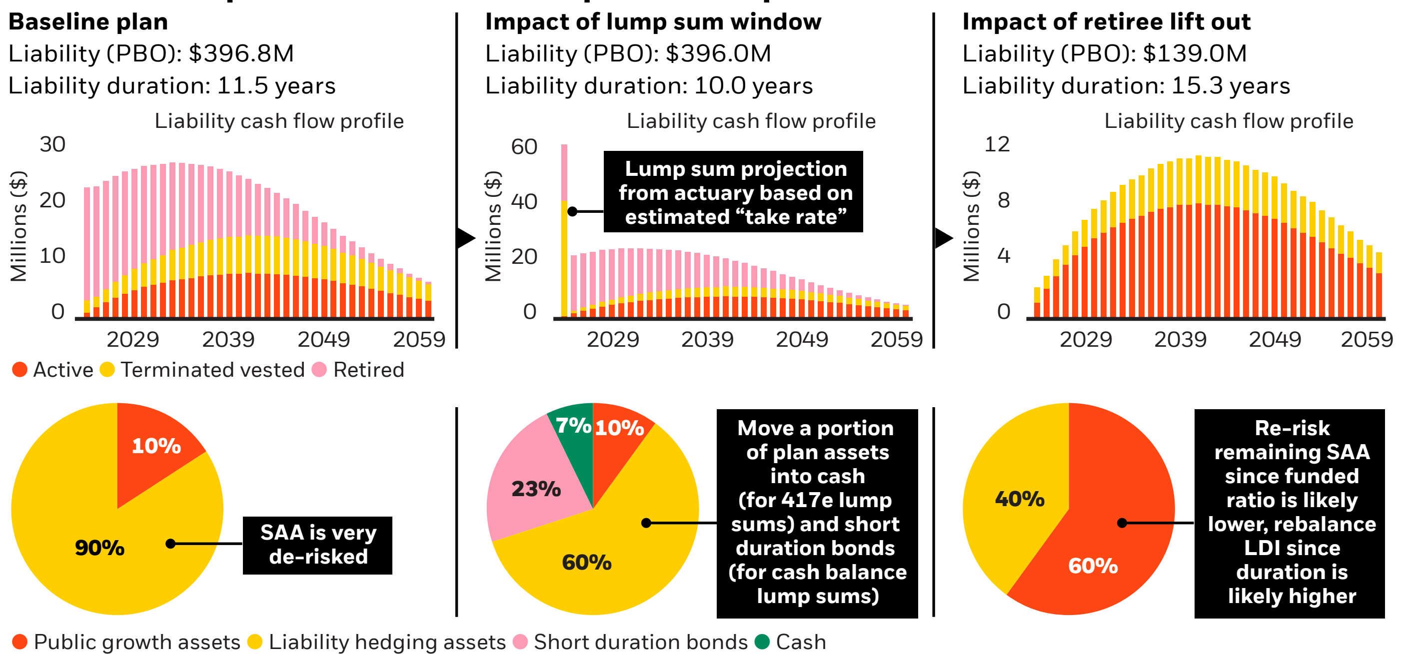
Both lump sums and PRTs can have material investment implications for DB portfolios, and sponsors should ensure careful planning and coordination between the plan actuary, fiduciary advisors, insurers, and asset managers.[5] Exhibit 7 below is an example of the changes that may be required in the investment portfolio for a partial PRT transaction that also involves a lump sum offer.

To fund a PRT transaction, insurers typically prefer long-duration investment grade bonds, such as those found in LDI programs, because they most closely match the assets on their balance sheet that will fund transferred obligations. Given this, as seen in the 'Baseline Plan' in the left panel of Exhibit 7, sponsors may wish to adjust their asset allocation so that almost all of the PRT amount can be funded from the LDI program. This may require selling growth assets, including illiquid or private market assets, which could take some time to execute cost-effectively.

The middle panel of Exhibit 7 illustrates how the shape of the liability would change — essentially resulting in a large cash flow in year zero and lower liabilities in the future. When calculating lump-sum payment amounts, IRS regulations require plans to select a "lookback month" and a "stability period" to determine which interest rate applies. This often means that lump sum amounts are fixed and known months before they need to be paid, and thus are no longer interest-rate sensitive in the same way as the remaining annuity liability. Given this, it makes sense to move the lump sum proceeds out of the LDI program and into cash or short-duration bonds. The yield on the cash or short-duration bond vehicle also matters, since ideally the cash allocation will outperform any ongoing interest credits that may continue to accrue for a cash-balance liability.

In the right panel of Exhibit 7, we illustrate the remaining liability after the retiree lift-out has been completed, as well as the remaining assets that need to be invested against it. Most often this will result in a need to 're-risk' the asset allocation, and the LDI program would likely need a longer-duration exposure because cash flows of active and terminated vested participants tend to occur further into the future. In many situations, a transition manager can help reduce costs and ensure a detailed level of reporting is available to account for these asset movements.

**Exhibit 7: Three phases for the investment portfolio in a partial PRT transaction**




**Source:** BlackRock. For illustrative purposes only. Actual movements into cash and short duration bonds will be determined by the estimated size of lump sum payments once Section 417(e) lump sum interest rates are 'locked.' Liability cash flows assume 50% lump sum take rate for terminated vested participants. Liability and duration values shown are on a PBO basis and uses of the Bank of America Merrill Lynch A-AA-AAA Corporate Curve (Market Weighted) as of November 30, 2024.

**5** As reaffirmed by the Employee Benefits Security Administration (EBSA) of the U.S. Department of Labor in its report issued on June 24, 2024, sponsors should continue to follow Interpretive Bulletin 95-1 criteria for "safest available" selection of PRT insurer.



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In 2024 we saw several notable trends in the PRT market.

- Based on industry estimates, it appears that 2024 will be the second-highest year on record for PRT transactions — just behind the $52bn in 2022. While large in dollar terms, this is just 1.5% of the total value of private DB plans in the U.S.
- As of July 2024, just over two-thirds of all PRT transactions are retiree lift-outs, partial transfers of pension risk that leave the sponsor responsible for managing assets and liabilities for the remaining active and terminated vested population.
- According to the Milliman Pension Buyout Index, insurer pricing for competitive retiree lift-out PRT transactions is averaging 101.2% of PBO, which is slightly above what was seen in 2022 and 2023.

## 7 Bring surplus back to the organization

Employers generally cannot withdraw money from an ongoing DB plan, except when contributions are attributable to a "mistake of fact." In all other situations, withdrawals require a plan termination, and, as specified in IRC Section 4980, there can be severe tax penalties.

The three most common paths to terminating the plan and accessing at least a portion of the surplus are:

a) **Terminating the whole plan:** For some sponsors that have well-funded plans where the benefits are frozen (and are presumably providing retirement benefits to employees through a 401(k) plan or similar), the ultimate goal may be to "get out of the pension business" through a whole-plan termination. In these situations, beneficiaries are paid their accrued benefits, either through a lump sum or as an annuity through a PRT transaction. Assuming the plan document allows it, any surplus assets above the amount needed to terminate the plan are then available to be reverted to the sponsor, less a 50% excise tax and the corporate income tax rate (currently 21%).

b) **Terminating part of the plan:** Not all sponsors want to get out of the pension business, but some still may want to access a portion of the surplus. A spinoff/termination ("spin-term") transaction[6] is a strategy where the sponsor creates two new plans — one for active participants and one for inactive participants — then terminates the inactive plan and redeems any surplus left after termination, leaving the active plan in place. The surplus available to be redeemed is likely to be very modest, with most of it ending up in the active plan. The same tax penalties as a full termination also apply, and the active plan would likely require a very different asset allocation after the spin-term.

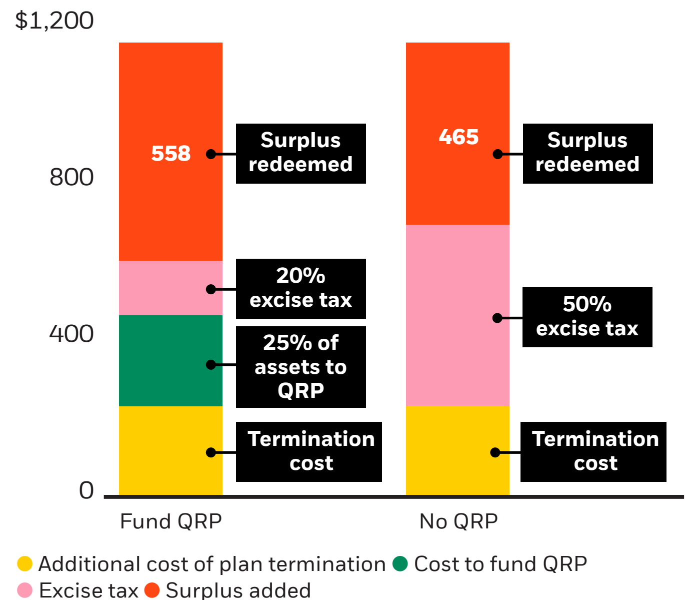
c) **Transferring at least 25% of the surplus to a qualified replacement plan (QRP):** In this strategy, where a portion of the surplus is used to fund a QRP, the excise tax is reduced from 50% to 20%, potentially allowing the sponsor to access a greater portion of the surplus and to keep some employee pension benefits intact. The QRP will also have a very different liability profile, likely requiring a different asset allocation.

Kodak is a recent example of a sponsor seeking to revert its surplus back to the organization. In Exhibit 8 below, we compare two of the three options described above that are available to Kodak to access its $1.2bn surplus — a full plan termination with no QRP (Option a) and a full plan termination coupled with the creation of a QRP (Option c).

If Kodak were to fund a QRP with 25% of the surplus, we estimate it could redeem $558m of the $1.2bn surplus. Of the remaining $642m, just over $200m is termination cost, which is primarily made up of the discount to market value it absorbed by selling illiquid assets to a third party in the secondary market. The 20% excise tax takes another chunk, and the remaining funds go into the QRP. If, however, Kodak did not create a QRP, the full 50% excise tax would apply on top of the termination cost, and we estimate it would be left with only a $465m surplus.

### Exhibit 8: Plan termination with QRP vs no QRP

Kodak's DB surplus




**Source:** BlackRock, for illustrative purposes only. Surplus and tax implications were estimated using Kodak's 2023 10-K Statement, Form 80K Filing as of November 20, 2024, and Form 5500 disclosure as of December 31, 2023. Note that 21% corporate tax rate would also typically apply, further reducing the surplus redeemed, but we estimate that Kodak had earnings losses in other areas such that it would not incur corporate tax in 2024.

**6** Note that in 2022, the IRS announced (Rev Proc. 2022-28) that it would no longer issue advance approvals through private letter rulings for spin-term transactions. Sponsors may want to consult legal counsel before undertaking such transactions.



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# Increasing industry support

In addition to the drumbeat of support for DB plans from many participants and sponsors, some industry groups are getting more vocal. For example, in May 2024 the National Institute on Retirement Security issued a set of policy ideas for boosting defined benefit pensions in the private sector. Some of their most impactful ideas were:

- Regulatory approval for new risk-sharing strategies that would give employers and actuaries room to explore creative new plan designs, without incurring regulatory risk or waiting on Internal Revenue Service determination letters.
- Broadening permitted uses for super-surpluses in pension plans beyond what is allowed today (e.g., to fund retiree medical expenses or facilitate mergers and acquisitions) — a proposal that was also supported by the American Academy of Actuaries in its review of the effectiveness of the Pension Protection Act of 2006.
- Allowing pre-tax employee contributions in DB plans, which would level the playing field with DC plans in terms of general increases in retirement savings and allow more risk-sharing for funding purposes.[7]

With the emergence of retirement income options in DC plans, we see opportunities for sponsors to reconsider retirement provision more holistically between DB and DC benefits.

# Looking ahead

With continued improvement in funded ratios, pension plans in the U.S. are well-positioned to consider the optimal uses of their surpluses. Recent high-profile examples from IBM and Kodak show that sponsors are willing to access their surpluses in very different ways to meet their objectives. Each of the seven ways to use a surplus has specific investment implications that require careful planning.

From a sponsor perspective, pension surpluses, particularly for closed and frozen plans, may lie dormant on corporate balance sheets unless they are used. We anticipate investment conversations for corporate pension plans will continue evolving away from finding ways to achieve full funding and towards investing to preserve strong funded ratios and planning optimal ways to use a surplus. We look forward to continuing to be part of the conversation.

**7** Note that allowing pre-tax employee contributions might necessitate a nondiscrimination testing safe harbor for the plans that adopt this option in order to make it more attractive for plan sponsors.

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Before joining BlackRock in 2018, Martin was Managing Director of Multi-Asset Solutions at Russell Investments in New York where he led client portfolio management activity for U.S. institutional clients and built custom portfolio solutions across pension, non-profit and defined contribution channels. In 2012, he was recognized by CIO Magazine as one of the "Top 25 Most Influential Investment Consultants in the World," and he also led the team that developed and launched the Bloomberg Barclays LDI Index Series.

Martin graduated from the Australian National University in 1997 with a Bachelor of Commerce degree (with Honors) and a Bachelor of Arts degree majoring in Political Science. He is also a CFA charterholder, member of the New York Society of Securities Analysts, and actively involved in the American Australian Association.

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Prior to joining BlackRock, Isha was working as an Equity Research Associate at Goldman Sachs, where she was responsible for conducting cross-sector quantitative and fundamental tactical research covering Asia and European Equity Markets.

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Prior to joining BlackRock in 2024, Jordan was an Investment Strategist on the OCIO team at Mercer in New York. In that role he was responsible for providing strategic advice to defined benefit plan sponsors including completing asset liability modeling studies, setting optimal strategic asset allocations, and advising on liability driven investing strategies. Jordan began his career as a consulting actuary with Mercer where he performed actuarial valuations on various employee benefit plans and helped clients with retirement plan risk assessment and mitigation.

Jordan earned a Bachelor of Arts in Mathematics and Economics from Lafayette College. He is an Associate of the Society of Actuaries and an Enrolled Actuary.



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**Capital at risk. All financial investments involve an element of risk. Therefore, the value of the investment and the income from it will vary and the initial investment amount cannot be guaranteed.**

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