



CORPORATE RESPONSIBILITY REPORT | 2018

LETTER FROM OUR CEO

I am pleased to present Primerica's 2018 Corporate Responsibility Report, which outlines our progress in creating long-term sustainable value for our clients, employees, sales force, stockholders, and communities.

For over four decades, Primerica has faithfully served middle-income households throughout the United States and Canada. Our mission is simple yet profoundly ambitious: to create financially independent families. Every day, our more than 2,000 employees and over 130,000 life insurance-licensed independent sales representatives commit themselves to excellence as we fulfill our mission.

With respect to our comprehensive corporate social responsibility initiatives, we aim to enhance stockholder value as we contribute to the greater societal good. We believe our most significant contribution is the financial knowledge, products, and services we provide to historically underserved families, which offers them peace of mind, financial security, and help when they need it most.

We contribute to society in many other ways:

- through the way we work – by consistently acting with integrity – and through our efforts to create a business environment in which our employees and sales representatives can thrive;
- by operating our business in a sustainable manner with minimal impact on the environment and by executing sound fiscal and governance practices; and
- by helping to build stronger communities in which we live and work through targeted charitable giving, employee volunteerism, strategic community partnerships, and grant funding from The Primerica Foundation.

We are proud of the work we do to fulfill our mission and support strong communities, a healthy environment, and economic growth, and we are pleased to share our efforts in this report.



Sincerely,

A handwritten signature in black ink that reads "Glenn J. Williams". The signature is fluid and cursive, written over a light gray background.

Glenn J. Williams
CEO

ABOUT PRIMERICA

Primerica, Inc., headquartered in Duluth, GA, provides financial services to middle-income households in North America.

Primerica representatives educate their clients about how to better prepare for a more secure financial future by assessing their needs and providing appropriate solutions through term life insurance, which we underwrite, and mutual funds, annuities and other financial products, which we distribute primarily on behalf of third parties. We insured approximately 5 million lives and had over 2 million client investment accounts at December 31, 2017. Primerica stock is included in the S&P MidCap 400 and the Russell 2000 stock indices and is traded on The New York Stock Exchange under the symbol "PRI."





ENABLING ACCESS FOR UNDERSERVED MARKETS

FOR MORE THAN 40 YEARS, OUR CORE BUSINESS MODEL HAS CENTERED ON ENABLING ACCESS TO FINANCIAL INFORMATION, PRODUCTS, AND SERVICES FOR TRADITIONALLY UNDERSERVED MARKETS THROUGHOUT NORTH AMERICA. EVERY DAY, WE HELP MIDDLE-INCOME FAMILIES MAKE INFORMED FINANCIAL DECISIONS AND WE PROVIDE THEM WITH A STRATEGY AND MEANS TO GAIN FINANCIAL INDEPENDENCE. OUR COMMITMENT TO SERVING THIS CORE MARKET IS UNWAVERING AND DEFINES WHO WE ARE AS A COMPANY. THE PRODUCTS WE PROVIDE THIS UNDERSERVED MARKET – TERM LIFE INSURANCE AND A RANGE OF INVESTMENT AND SAVINGS PRODUCTS – HELP MEET CRITICAL NEEDS AND PUT FAMILIES ON THE PATH TOWARD FINANCIAL SECURITY.

MIDDLE-INCOME CLIENT FOCUS

Our clients typically have household incomes between \$30,000 to \$100,000, which represents almost 50% of households in the U.S. according to the 2016 U.S. Census Bureau Current Population Survey. Historically, these families have been underserved by the financial industry and as a result, they have significant financial needs including:

- *Many have inadequate or no life insurance coverage.* Individual life insurance sales in the United States declined from 12.5 million policy sales in 1975 to 9.9 million policy sales in 2016, according to the Life Insurance Marketing and Research Association International, Inc. (LIMRA). An insurance industry report from Swiss Re Institute* notes that families in the U.S. need approximately \$25 trillion of additional life insurance to be properly protected. The only insurance that

Primerica has sold since our inception is term life insurance. We firmly believe term life insurance offers the best life income protection for these families because it provides a higher level of coverage for a lower cost than whole life insurance. The average face amount of a Primerica term life policy is \$245,000 (as of December 31, 2017). Given the limited incomes and tight budgets of some middle-income families, Primerica also offers life insurance policies with coverage amounts as low as \$15,000 with premium payments as low as \$15 per month.

- *Many need help saving for retirement and other personal goals.* These families often lack meaningful savings and investments. According to a *Time* magazine article from March 2016, 56% of Americans have less than \$10,000 saved for retirement, and one in three Americans have no retirement savings at all. We develop

* Swiss Re Institute: "Life Underinsurance in the U.S.: Bridging the USD 25 Trillion Mortality Protection Gap," September 21, 2018

personalized savings programs for our clients using our proprietary Financial Needs Analysis tool (FNA), suitability screening, as well as other specialized tools. Primerica offers a wide range of mutual funds, annuities, managed investments and segregated fund products primarily through leading third-party providers in the industry.

- *Many need to reduce their debt.* Many of these families have numerous debt obligations from credit cards, auto loans, student loans, and home mortgages. We help our clients address these financial burdens by providing personalized and client-driven debt resolution techniques.
- *Many prefer to meet face-to-face when considering financial products.* Historically, many Main Street consumers have indicated a preference to meet face-to-face when considering financial products or services. As such, we have designed our business model to address this preference in a cost-effective manner through our network of more than 130,000 life insurance-licensed independent sales representatives. In addition to providing personal service, our sales agents use industry leading point of sale technology, a key differentiator from our competitors.

PROMOTING FINANCIAL KNOWLEDGE

When clients are empowered to make informed decisions, they can move toward better futures. In turn, this success positively affects their households and the communities around them. Our *How Money Works* publication is a key part of Primerica's continuing commitment to providing financial education, and is available free to anyone upon request. Our independent sales representatives work directly with their clients in one-on-one, personal interactions. It's an informal, consultative approach that occurs at the time and place of the client's choosing, often at the client's kitchen table. The sales

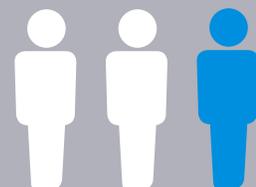
process is dependent on assuring that our clients understand the basics of sound fiscal management. Primerica's representatives use a proprietary Financial Needs Analysis tool ("FNA") to help clients gain a clear picture of their overall financial health, highlighting strengths and areas of improvement. Our representatives will then recommend financial products and services to help meet the unique needs of each client.

Promoting financial knowledge extends beyond the work we do with our clients. The Primerica Foundation's focal points include funding for programs and initiatives that promote financial literacy such as the Junior Achievement Economic Empowerment Initiative, Georgia Consortium for Personal Financial Literacy, and the Georgia Council on Economic Education.

Additionally, our distribution model is designed to provide an entrepreneurial business opportunity for individuals to supplement their income by offering an opportunity to become an independent sales representative and distribute financial products on a part-time basis without leaving their current jobs. Because the nominal up-front fee to join our business includes access to comprehensive pre-licensing classes, our representatives are able to obtain their life insurance licenses at a much lower cost than what they would face on their own. Our unique compensation structure, technology, sales support, and back-office processing are designed to enable our sales representatives to successfully grow their businesses and help more families become financially independent. Equally important, our financial education initiatives extend to our prospective sales representatives: in 2017, nearly 90,000 people attended at least one of our life insurance pre-licensing classes.

WE DEVELOP PERSONALIZED SAVINGS PROGRAMS FOR OUR CLIENTS USING OUR PROPRIETARY FINANCIAL NEEDS ANALYSIS TOOL (FNA), SUITABILITY SCREENING, AS WELL AS OTHER SPECIALIZED TOOLS.

ONE IN THREE AMERICANS HAVE NO RETIREMENT SAVINGS AT ALL.





VALUING OUR TEAM

OUR GOAL IS TO CREATE A WORKPLACE THAT OFFERS A WIDE RANGE OF OPPORTUNITIES FOR OUR EMPLOYEES AND IS OPEN, COLLABORATIVE, AND INCLUSIVE. WE'VE DEEPEMED OUR ENGAGEMENT WITH EMPLOYEES BY LISTENING TO THEIR FEEDBACK, AND WE'RE INVESTING IN THEIR WELL-BEING SO THAT THEY CAN HELP US DELIVER SUCCESSFUL BUSINESS OUTCOMES, SUPERIOR CUSTOMER SERVICE, AND VALUE FOR ALL STAKEHOLDERS. OUR EMPLOYEES AND OUR INDEPENDENT SALES FORCE SERVE AS THE FOUNDATION OF OUR SUCCESS, AND ENGAGING AND EMPOWERING THEM IS ESSENTIAL IF WE ARE TO FULFILL OUR MISSION OF ENABLING FAMILIES TO LIVE FINANCIALLY INDEPENDENT LIVES.

CREATING AN ENVIRONMENT WHERE EMPLOYEES THRIVE

With over 2,000 employees throughout North America that support our 130,000 life insurance-licensed sales representatives, attracting, retaining and developing top talent is central to our success. We believe the more engaged our employees are the more productive and passionate they will be in delivering on our mission of helping middle income families achieve lifetime financial security. We also understand that the health and safety of our employees is of paramount importance, and we strive to provide comprehensive health and other benefits to enable our employees to live healthier, more fulfilling lives.

We work to ensure that our employees understand our strategic direction and corporate goals as well as recognize their role in achieving our success. A variety of communications tools are

used to ensure that everyone stays well-informed, including quarterly officer meetings, quarterly video messages to all employees from our CEO, annual employee town hall meetings, regular departmental newsletters, email blasts, and television monitors in all breakrooms displaying critical Company and employee information.

As discussed below, we help employees reach their full potential as both individuals and professionals by providing them with opportunities to sharpen their skills, embrace new challenges, and advance their professional and personal growth. These efforts all take place in an environment that respects and rewards individual and team achievement and provides employees with the tools they need to be successful.

NON-SALARY BENEFITS AND WORK-LIFE BALANCE

We provide an assortment of special benefits to employees: college tuition reimbursement; health, wellness, and personal finance classes; cafe subsidy; on-site mammogram screenings; and flex-time and work-from-home opportunities. Primerica's Learning Center provides quality learning and development options for our employees. The Learning Center maintains a well-stocked professional development program – including online, self-directed classes as well as instructor-led classes on topics such as MS Office, personal leadership development, and providing exceptional customer service. Primerica also offers a wide-range of special programs and events for employees including Lunch & Learns on identity theft protection, personal safety and women's self-defense, and family caregiving. We also provide health and lifestyle improvement classes such as yoga, healthy eating, and stress management.

To help ensure the health and vitality of our employees, we provide them with a comprehensive benefits package with an assortment of individual and family health care options (and free flu shots at all employee locations), as well an award-winning 401(k) retirement savings plan with a generous company match. At our corporate headquarters, the Company subsidizes a cafeteria that's open to all employees and visitors. This employee benefit has proven to be quite popular, and it serves a business purpose by helping to foster cross-departmental relationships and enhance productivity.

As an added benefit, in 2018 we enhanced our employee college tuition reimbursement policy by raising the reimbursement amount to \$5,250 per year, which is the maximum amount allowable before it becomes a taxable event for our employees.

TALENT DEVELOPMENT

Primerica's continued success is not possible without a high-performing team. In order to help identify and develop talent among our employee base and to ensure that we have the right individuals to help advance our goals, we

have developed two specialized employee programs. Our talent development program, established in 2015, brings together a small group of high potential employees for a year of opportunities that include special development goals, private sessions with executive management, and leadership training.

In 2018, we established a Strategic Advisory Team composed of 10-12 individuals who meet monthly throughout the year. The goals of the program are to (1) expose participants to the corporate strategic plan and teach them to think strategically, (2) bring in new ideas from a diverse and talented group and (3) foster and deepen relationships across the Company. Participants spend the year discussing strategic alternatives, researching various issues and brainstorming new ideas, including potential new revenue streams. The initial program was successful and plans are underway to enhance the program with a new cohort in 2019.

DIVERSITY AND INCLUSION

Diversity is very important to us. We strive to build an inclusive working environment where people feel accepted, where their ideas are welcomed, and where they can make a positive impact on our business and in the community. At Primerica, we respect and appreciate all individuals and embrace both our differences and similarities. The vast majority of our employees – more than 1,700 – work at the Company's headquarters in suburban Atlanta, and our workforce reflects the diversity found in the local market. Approximately 65% of our employees are female, and women hold 52% of the positions at or above the Vice President level.



**WOMEN HOLD 52%
OF THE POSITIONS AT
OR ABOVE THE VICE
PRESIDENT LEVEL AT
PRIMERICA.**



IN 2017 OUR EMPLOYEE RETENTION RATE WAS

91%

WHICH IS SLIGHTLY ABOVE THE NATIONAL AVERAGE ACCORDING TO THE SOCIETY FOR HUMAN RESOURCES MANAGEMENT.

Primerica fosters a work environment in which diversity and inclusion are embraced, employment-related decisions are not discriminatory or retaliatory, and employees treat each other with mutual respect and dignity. The Company adopted a new Equal Employment Opportunity and Anti-Harassment Policy in 2018. It may be accessed via the following link: http://pri.primera.com/compliance/Equal_Employment_Opportunity_and_Anti_Harassment_Policy_8_2018.pdf. The Board has delegated to the Corporate Governance Committee responsibility for overseeing management's implementation of the policy.

Our entrepreneurial business opportunity has broad appeal. As a result, our sales force spans racial, gender, and ethnic classifications. Primerica's sales force utilizes strategic market groups to encourage professional and personal growth and development, including Women in Primerica, the African American Leadership Council, and the Hispanic American Leadership Council. These groups provide opportunities for networking and mentorship, sales and business management training, and deep learning opportunities customized for these respective market segments. At the end of 2017, Primerica had approximately 5,000 Regional Vice Presidents (RVPs) – independent contractors who devote their full-time attention to their businesses and have offices to support their organizations. In our sales force, as of December 31, 2017 31% of our

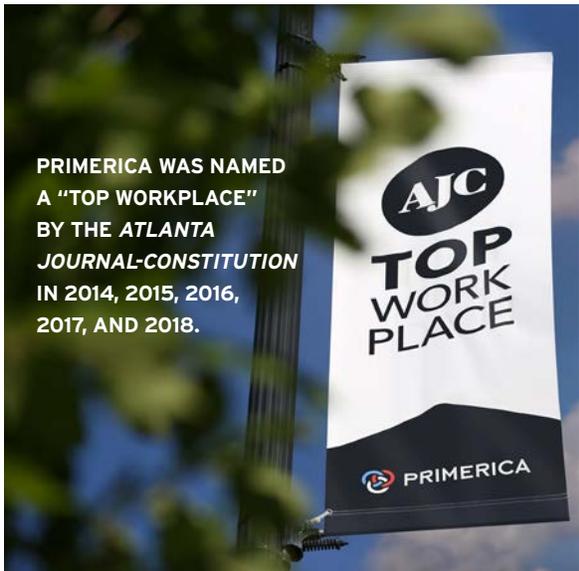
RVPs were women, 20% were African American, and 14% were Hispanic. Approximately 44% of our life-licensed sales force are Millennials, and we have created programs designed to help ensure the success of this dynamic generation.

We also have a strong culture of celebrating successes across our Company through extensive recognition programs. Motivating our independent sales representatives is critical to achieving our corporate goals, and it helps ensure consistency of performance and encourages our sales representatives to boldly move forward with growing their businesses.

SATISFIED EMPLOYEES AND SALES FORCE MEMBERS

In order to monitor our progress and gauge employee satisfaction, we conduct annual employee surveys and provide detailed results to department heads and managers as well as to the Board. Adjustments to policies, programs, and our benefits package are made based on this feedback, as needed.

Each year, we hold a series of town hall meetings at our Georgia headquarters and at our Canadian head office in Mississauga, Ontario. Our CEO and President jointly lead the meetings and provide updates on the Company's performance and strategic direction, as well as information on benefits enhancements, policy changes, and other workplace topics. The meetings always



end with a lively question and answer segment, and employees are encouraged to raise issues of concern and offer suggestions for improvement. Some examples of changes coming out of our town hall meetings include: moving the date of our merit reviews and raises to earlier in the year; enhancing our medical benefits to allow filling of prescriptions at both pharmacies and through mail order; increasing the college tuition reimbursement for employees; expanding our campus-wide recycling program; adding electric car charging stations and additional handicapped parking; installing hand sanitizing stations throughout our corporate headquarters; and enhancing our holiday gift card offerings for employees.

Our employee tenure and retention rates speak volumes for the work environment and culture that we have created over the past 41 years. Our Operating Team – composed of Primerica’s top corporate leaders – averages approximately 30 years with Primerica, and we have many employees who have spent their entire careers here. Equally important, in 2017 our employee retention rate was 91%, which is slightly above the national average according to the Society for Human Resources Management.

As a result of our comprehensive efforts, Primerica was named a “Top Workplace” by the *Atlanta Journal-Constitution* in 2014, 2015, 2016, 2017, and 2018. In 2018, Primerica was the highest

ranking public company headquartered in Georgia, and ranked 8th out of 25 companies in the “large companies” category (500+ employees) when compared with private companies and non-profit organizations. This Top Workplace recognition is based on an annual employee survey conducted by the state’s flagship newspaper. The 2018 survey yielded over 1,900 confidential comments from our employees, the overwhelming majority of which were very positive.

We also see lengthy tenure among many of our senior field leaders, several of whom have been with Primerica since its inception. At the end of 2017, over 26,000 of our independent sales representatives had been with the Company for more than 10 years, and over 10,000 of them had been with Primerica for more than 20 years. This continuity of sales force leadership is critical because these leaders help ensure that representatives understand Primerica’s goals, and that we’re all working together to meet the needs of our clients and drive business growth.

SUPPORTING OUR SALES FORCE

We maintain a robust culture of recognition and celebration of success, and we provide a wide-reaching support system designed to enable members of our sales force to achieve their business goals. Included among those are monthly RVP broadcasts produced internally in Primerica’s state-of-the-art production facility, weekly communications updates, as well as weekly training broadcasts to all sales representatives. We also assist sales representatives with licensing training as well as marketing and technical support.

To further our sales force diversity efforts, in late 2016 we launched a recruiting initiative designed to attract and retain former members of the U.S. armed forces as they end their service to our country and transition into private sector careers. The program has been successful, and we are pleased to do our small part to help former military members transition into the next phase of their professional lives.



ENVIRONMENTAL RESPONSIBILITY

AS A FINANCIAL SERVICES COMPANY, WE DO NOT HAVE MANUFACTURING FACILITIES THAT CAN BE TARGETED FOR SIGNIFICANT REDUCTIONS TO OUR ENVIRONMENTAL FOOTPRINT. THAT SAID, WE RECOGNIZE THE MANY CHALLENGES PRESENTED BY CLIMATE CHANGE TO OUR WORLD, AND ENVIRONMENTAL SUSTAINABILITY IS A COMPONENT OF OUR CORPORATE RESPONSIBILITY EFFORTS.

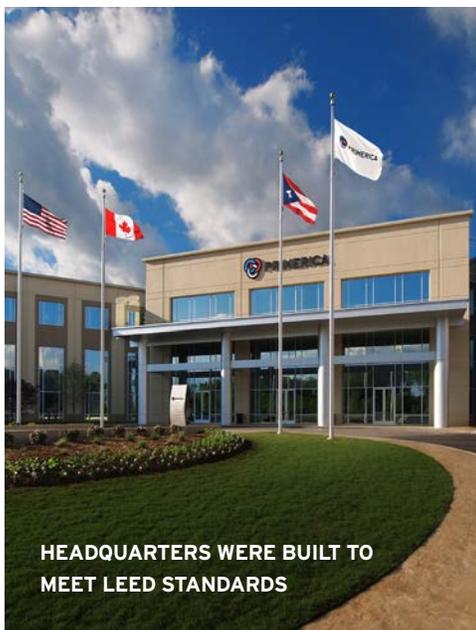
Under the direction of our Chief Operating Officer, we have made positive strides in reducing our impact on the Earth's resources, and we will continue to make strategic decisions to drive improvements in environmental sustainability. Primerica has been recognized for its environmental leadership by Gwinnett County (GA) Clean and Beautiful. We are a three-time Award Winner and corporate sponsor of the Great American Clean-up Challenge Award in the areas of "Clean up our Neighborhood," "Wipeout Graffiti," and "Grow Green." Several of the steps we have taken to make a meaningful difference in the world around us are highlighted below.

RECYCLING INITIATIVES

The financial products we sell have historically relied on paper, which slowed the process of helping our middle-income clients become properly protected and set on a path to financial independence and was not environmentally friendly. Primerica has been at the forefront of implementing leading technology – particularly in regard to digital applications for our sales force

– in order to reduce paper usage and improve efficiency. In 2011, Primerica introduced TermNow, a cutting-edge product that is underwritten electronically to qualifying clients within an average of less than 60 seconds after completion of a short questionnaire. This change alone has reduced paper usage by around 5 million pieces. We also eliminated paper medical records in 2013, which has saved over 30 million pieces of paper. In that same year, Best's Review listed Primerica as one of the Top 10 Innovators for our TermNow product. In 2017, over 94% of our new life insurance applications were made electronically.

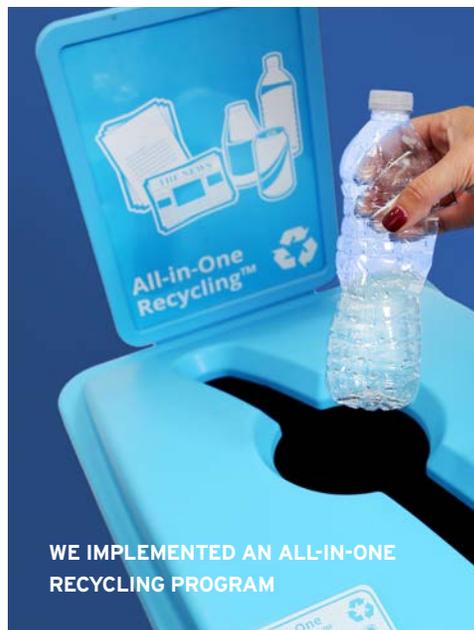
Our robust, company-wide recycling program continues to reap significant environmental benefits. We continuously strive to reduce our imprint on the environment and expanded our recycling efforts in 2017 by implementing a single-stream recycling program. As a result of our change to a single-stream approach, we are on track in 2018 to reduce an additional 18 tons of paper, which should set a Company record of more than 1,300 tons of paper and



HEADQUARTERS WERE BUILT TO MEET LEED STANDARDS



EMPLOYEES CAN CHARGE THEIR ELECTRIC CARS FOR FREE



WE IMPLEMENTED AN ALL-IN-ONE RECYCLING PROGRAM

cardboard recycled during the year. The idea for this expansion came directly from employee feedback.

Before the end of 2018, we plan to replace more than 600,000 Styrofoam cups with paper cups that will flow through our single-stream recycling program.

CORPORATE HEADQUARTERS

In order to run our business more efficiently, in 2013 we moved from our 28-year-old, 385,000 square foot headquarters spread out among 9 buildings to a new 365,000 square foot corporate headquarters that was built to meet LEED standards. Environmental features of our home office include:

- Efficient energy consumption;
- LED lighting;
- Low-flow washroom fixtures;
- Water-side cooling and heating systems; and
- Efficient landscaping that requires little irrigation.

In 2018, our Canadian team moved into a new head office in suburban Toronto, occupying some 43,000 square feet on two floors of a 180,000 square foot building. The facility earned LEED EB Gold Certification, an Energy Star score

of 99, and has a waste water diversion rate of 91%. Additional environmental features of our Canadian head office include:

- Eco tracking of all utility consumption and waste;
- Annual air quality testing and monitoring;
- Low-flow washroom fixtures;
- Green cleaning policy; and
- Electrical landscaping equipment producing zero emissions, and a smart watering irrigation system.

PROMOTING TRANSPORTATION ALTERNATIVES

Primerica has taken steps to encourage our employees to consider transportation alternatives that have a reduced environmental impact. In 2016, Primerica was named “Best Overall Large Employer” by Georgia Commute Options for our efforts to encourage sustainable commuting options among our employees. We have an effective “Work from Home” program which allows employees in certain jobs to work remotely, thereby reducing fuel usage and auto emissions. In 2017, we installed a new Electric Vehicle Charging Unit to promote low emissions vehicles by assisting our employees who can charge their electric vehicles for free.



GIVING BACK IS AN INTEGRAL PART OF PRIMERICA'S CULTURE AND HELPS DEFINE WHO WE ARE. PRIMERICA BENEFITS FROM STRONG EMPLOYEE RETENTION AND LENGTHY TENURE AT ALL LEVELS OF OUR COMPANY, AND OUR EMPLOYEES' PASSION AND COMMITMENT ENHANCES THE OVERALL VALUE WE DELIVER TO OUR STOCKHOLDERS.





BUILDING STRONG COMMUNITIES

PRIMERICA IS DEEPLY COMMITTED TO IMPROVING THE COMMUNITIES IN WHICH WE LIVE AND WORK. THE FINANCIAL KNOWLEDGE WE IMPART AND THE PRODUCTS WE PROVIDE HELP TO EMPOWER FAMILIES TO REALIZE THEIR FINANCIAL GOALS, AND THROUGH THE RESOURCES OF PRIMERICA AND THE PRIMERICA FOUNDATION – COMBINED WITH THE MANY VOLUNTEER EFFORTS AND CONTRIBUTIONS OF OUR EMPLOYEES – WE PROVIDE CRITICAL SUPPORT TO COMMUNITY-BASED ORGANIZATIONS AND HELP CHANGE LIVES FOR THE BETTER.

PHILANTHROPIC FOCUS

Giving back is an integral part of Primerica's culture and it helps define who we are. Our commitment to the communities we serve extends to every area of the business – from the financial education we provide to supporting local residents in need. In concert with our corporate initiatives, Primerica's philanthropic focus supports programs that meet critical needs of individuals and families, and in turn, build stronger communities. Primerica helps those in need through a combination of corporate charitable contributions, employee volunteerism, strategic community partnerships, and grant funding from The Primerica Foundation.

THE PRIMERICA FOUNDATION

The Primerica Foundation is committed to supporting community causes that contribute to self-sufficiency for low- to moderate-income families and individuals. By supporting these initiatives at a local level, we are also furthering

our Company mission. Since its founding in 2011, our Foundation has made more than \$5 million in grants. Over the years, these programs and grants have positively impacted thousands of people in our communities, and we are proud to be a part of those efforts.

Primerica employees play a role in the selection of some of the non-profit organizations funded by our Foundation. Through the annual Employee Choice Vote, employees vote for the non-profit agency of their choice (from among a vetted list of organizations). The five organizations with the most votes each receive a \$10,000 grant from The Primerica Foundation. In 2016, 2017, and 2018, our Foundation was named one of the Top 25 Georgia-based company-sponsored foundations by the *Atlanta Business Chronicle*. In 2018, our Foundation was selected by the Gwinnett Chamber of Commerce as the recipient of its D. Scott Hudgens Humanitarian Award, presented annually to an organization that best exemplifies the spirit of compassion and generosity of the

late developer and noted philanthropist, D. Scott Hudgens. Also in 2018, our Foundation received the Benefactor Award from Gwinnett Technical College in recognition of funding scholarships for deserving students. Each year, we host a number of sales meetings and conferences across the country. At major events, our Foundation makes a contribution to a local charity, furthering our goal of improving the communities where we live and work. Annually, more than 200,000 people benefit from Foundation grants and activities.

EMPLOYEE AND SALES FORCE INVOLVEMENT

We encourage our people to lead by example. Our employees and sales representatives are active members of their communities - they're involved in local organizations including religious organizations, government, non-profit and civic organizations, and youth sports activities. Importantly, they share the Company's interest in making a meaningful difference in the lives of others, every day.

Our culture of caring is reflected in the active employee participation in the Primerica Employee Volunteer Program. Primerica employees are always ready to roll up their sleeves to help make their community a great

place to live and work. To support our dedication to volunteerism, eligible employees can take an extra day off each calendar year to volunteer for an approved organization of their choice. Our employees give their time and support to many worthy organizations including the American Cancer Society, Meals on Wheels, American Red Cross (hosting four on-site blood drives annually), Salvation Army Angel Tree, Boy Scouts of America, USO, Partnership Against Domestic Violence, Junior Achievement, and Great Days of Service. Employees who pledge a monetary amount equal to at least one hour per month to the United Way also earn an "Angel Day" off.

As a result of our strong employee volunteerism, we have received numerous awards and recognition from the non-profit organizations we support. In both 2017 and 2018, Primerica was named a National Team of Excellence in 2017 and 2018 for contributing more than \$500,000 to the American Cancer Society through the Gwinnett County Relay for Life event (which is the top fundraiser in the country for the American Cancer Society). Primerica has been a Presenting Sponsor of Gwinnett Relay for Life since 2012, and the Company was named the Top Corporate Team for the past seven years.





AS A RESULT OF OUR STRONG EMPLOYEE VOLUNTEERISM, WE HAVE RECEIVED NUMEROUS AWARDS AND RECOGNITION FROM THE NON-PROFIT ORGANIZATIONS WE SUPPORT.





UPHOLDING STRONG GOVERNANCE

PRIMERICA BELIEVES THAT INTEGRITY, ETHICS, AND A COMMITMENT TO “DOING THE RIGHT THING” ARE AT THE CORE OF WHO WE ARE AS A COMPANY. THESE BELIEFS GOVERN HOW WE RUN OUR BUSINESS, AND THEY SERVE AS THE UNDERPINNING OF A CORPORATE CULTURE THAT ENCOURAGES OUR PEOPLE TO ACT WITH INTEGRITY AND ACCOUNTABILITY. WE ARE FOCUSED ON CREATING VALUE FOR OUR CLIENTS, COMMUNITIES, AND STAKEHOLDERS BY ENHANCING OUR CORPORATE REPUTATION THROUGH A STRONG ETHICS, GOVERNANCE, AND COMPLIANCE REGIME.

OUR GOVERNANCE STRUCTURE

Our Board of Directors oversees the business and affairs of the Company. Our directors believe that good corporate governance is a critical factor in our continued success and also aligns management and stockholder interests. Highlights of our corporate governance program are detailed in the chart on the following page.

Our Corporate Governance Guidelines include provisions to ensure that our directors have adequate time to serve our Company. Directors are required to limit their other board memberships to a number which permits them, given their individual circumstances, to responsibly perform all of their director duties. Further, no director may serve on the Board of Directors of more than four publicly traded companies (including Primerica). Members of the Audit Committee may not serve on more than three public company audit committees, including our audit committee. None of our directors who have full-time employment serve on more

than two public company boards. Because the Primerica directors who serve on three of four public company boards do not have full-time employment, each of them has adequate time to devote to Primerica.

STOCKHOLDER ENGAGEMENT PROGRAM

Consistent with the process we have followed since 2013, in late fiscal 2017 we invited the Company's top stockholders, which together represented over 60% of our outstanding shares, to speak with management about topics important to them. Specific topics included Board diversity, Environmental, Social and Governance (“ESG”) matters, proxy access and other governance matters, and executive compensation. We were pleased with the stockholder feedback, which indicated that our stockholders are generally satisfied with the Company's corporate governance and executive compensation practices as well as the format and content of the proxy statement. This feedback

| Board Structure | Stockholder Rights | Other Highlights |
|--|--|---|
| Almost 75% of the Board consists of independent directors | Proxy access | Stock ownership guidelines for directors and senior executives |
| Independent lead director of the Board | Annual election of directors | Pay for performance philosophy |
| Separate non-executive Chairman of the Board and CEO roles | Majority voting for directors in uncontested elections | Broad clawback provisions in the Company's Omnibus Incentive Plan |
| Independent Audit, Compensation, and Corporate Governance Committees | No poison pill in effect | Policies prohibiting hedging, pledging, and short sales |
| Regular executive sessions of independent directors | Annual stockholder engagement to discuss corporate governance and executive compensation | No excise tax gross-ups |
| Annual board and committee self-assessments | Multiple avenues for stockholders to communicate with the Board | |
| Periodic director peer reviews | | |
| Significant number of directors that demonstrate racial and gender diversity | | |

was reviewed by our Board of Directors and the relevant Board committees. Our 2018 Proxy Statement describes requests received during these conversations and our responses to those suggestions, including actions taken.

ESG AND EXECUTIVE COMPENSATION

Our short-term incentive compensation program is based on four corporate performance objectives with various weightings – operating revenues (20%), net operating income (25%) return on average equity (25%) and size of life-licensed sales force (30%). The size of life-licensed sales force “social” metric is given a higher weighting because it is at the heart of our Company mission to help families become financially independent and it drives the success of our business. As the size of our sales force increases, our business opportunity reaches more people and we are able to protect more underserved middle-income families.

INTEGRITY AT WORK

Primerica’s long-term success is based on our integrity. Every day, our many stakeholders – clients, investors, regulators, employees, and representatives – count on our commitment to the highest standards of business ethics and compliance. Primerica has numerous corporate

governance policies and procedures in place which reflect our commitment to upholding high standards of business conduct and establishing a robust controls environment.

Our Code of Conduct applies to all employees, directors, and officers of the Company and its subsidiaries, and they are required to acknowledge compliance with the Code on an annual basis.

The Code, which is posted on the Corporate Governance page of our Investor Relations website at <http://investors.primerica.com>, describes in detail the standards of conduct, including adherence to the laws and regulations that apply to us. This website also provides access to key governing documents such as our Corporate Governance Guidelines and charters of each Board committee. In 2015, Primerica was recognized by *Forbes* magazine as one of “America’s 50 Most Trustworthy Financial Companies,” an honor based on the Company’s accounting and governance practices.

RISK MANAGEMENT

Our Board is ultimately responsible for the establishment of our risk management framework. Responsibility for significant risk management policies resides with the Audit



OUR BUSINESS IS DEPENDENT ON MAINTAINING A SECURE, CONFIDENTIAL ENVIRONMENT FOR OUR CLIENTS, EMPLOYEES, AND OTHER PARTNERS' INFORMATION.

Committee under powers delegated by our Board. Our Board believes that having a former Co-Chief Executive Officer serve as non-executive Chairman of the Board provides our Board with a unique perspective on risk oversight.

In terms of overseeing the broader company-wide risk management program, the Audit Committee is responsible for ensuring that all risk areas are being monitored by senior management and that all risk management matters are being reported to our Board or the appropriate Board committee and are being addressed as needed. Our Board collectively reviews, and is responsible for, risks associated with our strategic plans as well as cybersecurity.

Each year, every employee participates in our annual compliance training program. Under the direction of our Chief Compliance and Risk Officer, employees are trained on a wide range of topics including anti-money-laundering, fraud awareness and reporting, licensing requirements, anti-discrimination policy, email phishing, and maintaining a clean workspace where confidential items are secured.

Privacy and Data Security

Our business is dependent on maintaining a secure, confidential environment for our clients, employees and other partners' information. Data security and privacy are becoming increasingly important as we depend more and more on mobile technologies

to conduct business and bring solutions to our clients who entrust their data to us. As noted above, a significant portion of our company-wide annual compliance training includes information on email phishing, protecting confidential assets, and selecting secure passwords.

We have built a sophisticated information technology platform to support our clients, operations and sales force. Our data center houses an enterprise-class IBM mainframe that serves as the repository for all client and sales force data and operates as a database server for our distributed environment. Our business applications, many of which are proprietary, are supported by application developers and data center staff at our main campus.

Primerica's information security team provides services including project consulting, threat management, application and infrastructure assessments, secure configuration management, and information security administration. This infrastructure also supports a combination of local and remote recovery solutions for business resumption in the event of a disaster. We continually assess information security risks and perform internal audits. Primerica has more than 30 unique internal privacy controls that are audited annually by Ernst & Young. In a typical year, we also engage highly qualified hacking consultants to conduct 20-30 professional external assessments. Given the

THE ROLES AND RESPONSIBILITIES OF PRIMERICA PERSONNEL AND THIRD-PARTY VENDORS IN RESPONDING TO INFORMATION SECURITY INCIDENTS ARE WELL-DOCUMENTED AND INCLUDE WHEN AND TO WHOM INCIDENTS SHOULD BE REPORTED BASED ON LEVEL OF SEVERITY.

scope of the Company's business and amount of data under its control, our privacy and information security policies govern all of our business lines and subsidiaries.

Primerica has an active Cyber Security Steering Committee composed of several of the Company's top executives, including the Chief Operating Officer, General Counsel, Chief Compliance and Risk Officer, Chief Information Officer, and the Chief Governance Officer, among others. The steering committee, which holds quarterly meetings, coordinates corporate security initiatives to enable Primerica to optimize spending, manage infrastructure, and minimize security risk. The committee also provides high-level guidance on technology and security related issues of importance to the Company.

We have an Incident Response Plan that is reviewed and updated regularly. Our Incident Response Team consists of employees from information security, legal, compliance, public relations, and operational teams. The plan is designed to help Primerica identify and promptly respond to information security incidents, contain and eradicate such incidents, notify affected parties and, where appropriate, notify government and regulatory authorities. The roles and responsibilities of Primerica personnel and third-party vendors in responding to information security incidents are well-documented and include when and to whom incidents should be reported based on level of severity. On a semi-annual basis, the team undertakes facilitator-led trainings and simulations of information security incidents. Primerica also has purchased cyber insurance coverage.

We also train our entire employee workforce in data security, how to recognize and understand privacy-related risks, and ways to mitigate data and privacy issues. We perform regular tests to see if

our employees can recognize and avoid the pitfalls caused by phishing emails, and we report the results to department heads. Every desktop computer at our corporate headquarters has the same screensaver – a successive series of screens that highlight the dangers of leaving your computer unattended with important documents uncovered, how to choose more secure passwords, and other practical advice for maintaining a secure, safe data environment.

SUPPLY CHAIN AND VENDOR MANAGEMENT

Primerica celebrates the rich diversity found among our employees and independent sales force of over 130,000 life-licensed men and women throughout the U.S., Canada and Puerto Rico. We are committed to being a valuable contributor to the communities, and believe that developing diversity within our supplier base is important to this commitment. As such, Primerica welcomes diverse suppliers from underserved communities, minority groups, and military veterans for inclusion in competitive bids and for the awarding of contracts.

RESPONSIBLE INVESTMENT

At Primerica, we believe that ESG practices can affect portfolio performance and are necessary considerations for responsible investing. In general, Primerica maintains a conservative investment philosophy. Our investment advisor has been a signatory to the U.N. Principles for Responsible Investment since 2012. Further, it considers ESG factors in their review of our investment portfolio as well as in the investment recommendations they provide to us.

We realize that investing in socially responsible mutual funds is important to some of our clients. In terms of the investment products that we offer, approximately 33% of the funds we sell had a sustainability rating of above average. Also, our new Lifetime Advisory Platform (launched in late 2017) includes two socially responsible investment options for our managed accounts clients to consider.

CONCLUSION

Primerica has a significant social and economic impact in the communities in which we live and work. By investing in the development, diversity, and wellness of our employees, and partnering with community organizations to address societal challenges, we can be a powerful force in building a stronger, healthier world. We trust that this report showcases our initiatives in these critical areas.

Our commitment to helping the underserved middle-income market in the U.S. and Canada is unwavering, and we are committed to economic, environmental, and social sustainability, all of which contribute to our goal of delivering value to our stockholders. We appreciate the contributions of all our employees and independent sales representatives in our efforts, and we thank you for your ongoing support of and interest in Primerica.

