

**B**  
**BESSEMER**  
**TRUST**

*Practicing*

*Our Craft*

2023 Annual Report



*So generations*

*flourish*


Behind every solution we deliver for you is a distinctive combination of skill, creativity, care, commitment, and innovative thinking. We address the pragmatic without losing sight of the personal, inspired by each opportunity to help you and your family flourish for the long term.

For us, working with you is more than doing our job: It's practicing our craft.



## To Our Clients, Shareholders, and Employees:

*Practicing our craft. The phrase evokes accomplishments of exacting discipline and great skill — skill in planning and skill in executing. It sounds appealing. Indeed, we're convinced people everywhere are drawn to those who practice their craft with care and organizations that encourage it.*



But it is difficult to create an environment where mastery can flourish. People need sufficient focus, time, resources, incentives, and stability.

At Bessemer, it all starts with our singular focus as a family office providing comprehensive and personal wealth management to individuals and families of substantial wealth. That's all we do. Maintaining a three-to-one ratio of clients to employees helps our teams develop a deep understanding of clients' goals, and we view client satisfaction as a key measure of how successfully we understand and reach those goals. Independent private ownership helps us take the long view as fiduciaries.

Ours is a people business, and we compete every day to attract and retain leading professionals. We find that it's the opportunity to deliver their best work in a culture of integrity, collaboration, and client focus that helps keep them here. Steeped in a collective 25,000 years of experience, our experts can deliver insights on everything from philanthropy, trusts, and tax strategies to private assets, municipal bonds, family office services, and more.

Underpinning our ability to take the long view is the firm's sound financial position, with shareholders' equity of \$609 million and zero debt. Revenues in 2023 totaled \$828 million, with pretax income of \$170 million and distributions totaling \$67.53 per share.

In 2023, project teams across the firm made substantial progress on priority initiatives that included our latest private equity and real asset offerings, new operational tools to help our advisors dedicate more time to serving clients, and development of an enhanced client website.



GEORGE D. PHIPPS  
*Chairman*

MARC D. STERN  
*Chief Executive Officer*

To better serve our clients on the West Coast, we opened new offices in San Diego and Nevada. We thank Laura Hur and Laura Zeigler for their leadership and support in getting these offices up and running.

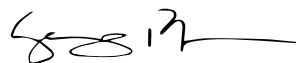
It is always rewarding to recognize colleagues who have built their careers at Bessemer, and we were delighted at year end to promote eight managing directors and 12 principals from across a range of Bessemer disciplines. In addition, we recruited experienced professionals Max Gelfer as chief technology officer, Jeff Mills as chief investment strategist, Jim Motherway as head of internal audit, and Mike Selfridge as head of client credit advisory. We also note with gratitude the many years of dedicated service provided by two senior colleagues who recently retired from Bessemer — Philip Allen and Antonio Perrotta — and we wish them both well.

We ended the year with 3,000 client families served by 1,200 employees, \$217 billion in assets under supervision, including \$108 billion in managed assets, and fiduciary responsibility for 13,000 trusts. We deeply appreciate your confidence and trust in us.

We are thankful to our board of directors for their ongoing guidance and support. In 2023, we welcomed to our board Emily Elliot, managing director at Lexington Partners, and Gwen Norton, former executive for Wachovia Bank and a trustee of Spelman College. Terri Lacy, a leading trust and estate attorney, retired from the board after 15 years of outstanding contributions, including serving as chair of the audit committee.

Finally, in a milestone moment, Stuart Janney retired after three decades of exemplary leadership as Bessemer's chairman. We are immensely grateful for Stuart's deep wisdom and unwavering commitment to a long-term mindset.

All of us at Bessemer remain committed to practicing our craft of providing deep expertise and advice to help our clients meet their wealth goals for today and the future.



GEORGE D. PHIPPS  
*Chairman*



MARC D. STERN  
*Chief Executive Officer*

## A leading multifamily office

Our experience, financial strength, and dedication to clients continue to reflect the level of advice we have provided for more than a century.

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116+

*YEARS OF CONTINUITY AND  
COMMITMENT TO CLIENTS*

22

*OFFICES  
SERVING CLIENTS*

3:1

*CLIENT-TO-EMPLOYEE  
RATIO*

99%

*TEN-YEAR CLIENT ASSET  
RETENTION RATE*

13K

*TRUSTS FOR WHICH  
WE SERVE AS FIDUCIARY*

\$0

*OUTSTANDING  
DEBT*

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A TRIBUTE TO OUR CHAIRMAN EMERITUS

## Stuart S. Janney, III



After nearly three decades of unparalleled leadership and commitment to our clients, our employees, and our firm, Stuart S. Janney, III retired from Bessemer Trust.



The great-grandson of Bessemer's founder, Henry Phipps, Stuart grew up in Baltimore as the third of four children. Before joining Bessemer, he worked in public policy, law, and investment management, eventually becoming head of asset management for Alex. Brown & Sons.

When his cousin, Ogden Mills Phipps, decided to step down as Bessemer's chairman in 1994, Stuart took the helm.

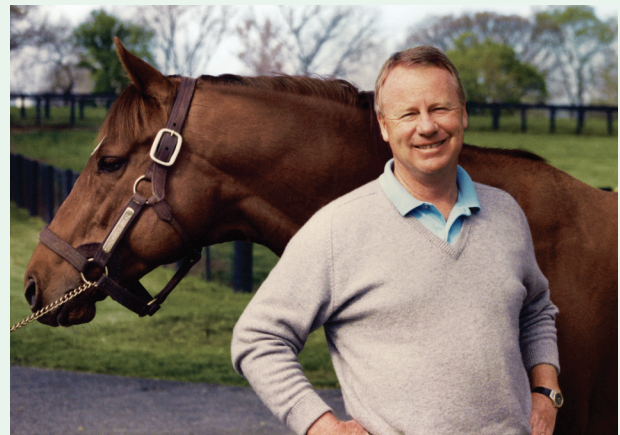


Recognizing clients' evolving needs, he guided Bessemer to continuously expand its investment, wealth planning, and family office services offerings and evolve its technology and processes. Assets under management grew tenfold, and the number of offices increased from eight to 22, including a new state-of-the-art headquarters at 1271 Avenue of the Americas. At the same time, the number of employees expanded from 300 to 1,200, matching the increase in client families and maintaining its 3:1 client-to-employee ratio. And through it all, Bessemer maintained a long-term client asset retention rate of 99%, a testament to the firm's singular focus on client service and satisfaction.

In the eyes of those who have worked most closely with Stuart, what stands out is his steadfast focus on the long term. Through the dot-com bubble burst, the 9/11 terrorist attacks, the 2008 financial crisis, the COVID-19 pandemic, and more, Stuart never wavered in reminding us to lean on the firm's financial strength and our commitment to remaining private and independent so that we could maintain exclusive focus on meeting the long-term wealth management needs of clients.

Stuart has widely varied interests and passions — he is a national leader fostering integrity in horse racing, a longtime trustee at Johns Hopkins, and an avid sailor and golfer. Above all, he is deeply committed to family, including his wonderful grandchildren. Stuart's life beyond Bessemer will surely be rich and full, and we wish him well.

As Bessemer embarks on a promising new era led by George D. Phipps, who previously served as vice chairman, we offer our deepest gratitude to Stuart for his remarkable and steadfast leadership, his optimism and vision, and his commitment to strong values, all of which have paved the way for a long and successful future.





Top photo:  
Alyson D. Wise  
*Family and Philanthropy  
Advisor*

Bottom photos, left to right:  
Ryan B. Bliss  
*Senior Client Advisor*

Stanley Trotta  
*Regional Director of  
Tax Advisory Services*

# We care deeply

about the work we do for you and thrive on being the partner you rely on, whether we're addressing the everyday or helping you pursue your most ambitious goals.



“I feel like this is what I’m meant to be doing. I get to understand who clients are as people, how they work, what makes sense to them — and then support them on their journey to build something meaningful.”

## **Alyson Wise**

*Family and Philanthropy  
Advisor*

“I love what I do, and I love digging into my work. I think it’s an honor as well as an incredible responsibility to be asked to help a client.”

## **Stan Trotta**

*Regional Director of  
Tax Advisory Services*





Photo, left to right:  
Jeffrey A. Rutledge  
*Portfolio Manager*  
Dexe D. Jordan  
*Fixed Income Trader*  
Desiree C. Davis  
*Director of Sustainable Investing*



## We embrace innovation

and forward thinking so you benefit from ongoing enhancements that help capture unique opportunities.



“We’re always looking to improve our processes and find ways to be more efficient — if we can enhance our work to be of better service to our clients, why wouldn’t we?”

### **Dexx Jordan**

*Fixed Income Trader*



“Our ability to stay nimble is critical to the long-term success of our portfolio decisions.”

### **Desi Davis**

*Director of Sustainable Investing*

We bring

*thoughtful skill, creativity,  
and a deep understanding*

of your unique circumstances to our work, applying our perspectives and expertise to provide nuanced advice you can trust.



“We have deep knowledge of our systems and what we’ve done for clients. By listening carefully to each individual client, we can tailor solutions to meet their unique needs.”

**Nilay Jain**

*Family Office Management  
Senior Consolidated Reporting  
Supervisor*





Photo, left to right:

Nilay K. Jain

*Family Office Management*

*Senior Consolidated Reporting*

*Supervisor*

Kevin Maguire

*Associate Director of*

*Family Office Management*

Our culture of service gives us

*the freedom to  
deliver our best work*

to serve your best interests.

“At Bessemer, I’m able to look at each client holistically and spend my day doing what’s right for them — anticipating their needs and customizing solutions as their lives unfold.”

**Laura Hur**

*Regional Director*

“We have the ability to be curious and expand our knowledge, so we’re able to dive deep on each client’s unique situation and help them make important decisions.”

**Arturo Pedroso**

*Regional Director*







Photo, left to right:  
Arturo G. Pedroso  
*Regional Director*  
Laura Y. Hur  
*Regional Director*  
Jessica L. Wood  
*Associate Wealth Advisor*



Top photo, left to right:  
Jason K. Zaringham  
*Senior Corporate Research  
Manager*

Ritu Gupta  
*Director of Investment  
Management Compliance*

Bottom photo, left to right:  
Donna Bacich  
*Head of Quality Assurance*

Daman Desai  
*Application Security Engineer*

Brian Skarbek  
*Head of Application Architecture*



# We practice our craft together.

collectively bringing possibilities to  
life for you and your family.



“Everyone values Bessemer’s integrity and understands the importance of upholding our reputation for honesty, transparency, and providing trustworthy advice.”

## **Ritu Gupta**

*Director of Investment  
Management Compliance*

“Part of my role is building and maintaining connections across the firm, because for every project we take on, we tap into the collective expertise.”

## **Jason Zaringhalam**

*Senior Corporate Research Manager*



“We all have the desire to succeed, learn, and bring even more to our work every day so we can provide clients with the best possible service.”

## **Donna Bacich**

*Head of Quality Assurance*

## CELEBRATING OUR COLLEAGUES

### Retiring Employees

The dedication of our employees is integral to our culture. We warmly acknowledge and thank those colleagues who retired in 2023. Their many contributions will have a lasting impact on Bessemer.

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**Karen E. Abbene**  
*Investment Management*  
42 years

**Jo Ann Engelhardt**  
*Client Advisory*  
22 years

**Thomas P. McNulty**  
*Finance*  
34 years

**Antonio H.V. Perrotta**  
*Information Technology*  
20 years

**Philip Allen**  
*Internal Audit*  
23 years

**Mary C. Hyland**  
*Office Services*  
40 years

**Mark F. Nebus**  
*Performance Measurement*  
42 years

**Mary Jo Valente**  
*Finance*  
25 years

### Long-Tenured Employees

Our ability to deliver for clients depends on professionals with extensive experience and a deep understanding of the qualities that make Bessemer Trust unique. We thank and recognize our employees who celebrated 25, 30, 35, and 40 years of service in 2023.

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**Warren Collins**  
*Office Services*  
40 years

**Joseph Guidice**  
*Finance*  
25 years

**Jeffrey H. Liss**  
*Client Advisory*  
25 years

**Anna J. Simulinas**  
*Wealth Planning*  
30 years

**Gene Dobek**  
*Finance*  
25 years

**John B. Hall**  
*Investment Management*  
25 years

**Daniel Murray**  
*Finance*  
25 years

**Robin Stefens**  
*Client Advisory*  
35 years

**Stacey R. Feldman**  
*Client Tax*  
25 years

**Philip C. Kalafatis**  
*Client Advisory*  
35 years

**Orlando R. Robinson-Lopez**  
*Office Services*  
30 years

**George Wilcox**  
*Wealth Advisory*  
25 years

**A.J. Fried**  
*Information Technology*  
30 years

**Patricia A. Killeen**  
*Finance*  
25 years

**Michael S. Rubin**  
*Client Tax*  
25 years

**George M. Yaworsky**  
*Finance*  
35 years

**Jeffrey T. Gattens**  
*Information Technology*  
25 years

**Julie Light Githens**  
*Client Advisory*  
25 years

**Pamela K. Rugg**  
*Communications and  
Client Digital*  
30 years

**Lai Ngor Yee**  
*Client Tax*  
30 years

CELEBRATING OUR COLLEAGUES

## Promoted Employees and Senior New Hires

We take great care to support the professional development of our employees and to hire top industry experts. The following employees were named Managing Director or Principal in 2023.

### Managing Director

- Vikas Bangia**  
*Co-Chief Information Security Officer*
- Michael J. FitzSimons**  
*Director of Alternative Investments Advisory*
- Max Gelfer**  
*Chief Technology Officer*
- Kenneth C. Handy**  
*Senior Wealth Advisor*
- C. Oliver Iselin**  
*Senior Wealth Advisor*
- Adam J. Lustig**  
*Corporate Controller*
- Jeffrey D. Mills**  
*Chief Investment Strategist*
- James S. Motherway**  
*Head of Internal Audit*
- Michelle L. Orłowski**  
*Head of Estate Administration and Fiduciary Counsel*
- John R. Quinn**  
*Senior Client Advisor and Director of Client Account Administration*
- Michael D. Selfridge**  
*Region Head and Head of Client Credit Advisory*
- Christopher A. Zimmer**  
*Director of Client Advisory*

### Principal

- Donna Bacich**  
*Head of Quality Assurance*
- Kraig A. Brunelle**  
*Head of Business Analysis*
- Jonathan A. Gold**  
*Senior Operations Manager*
- Bobby Jan**  
*Associate Portfolio Manager*
- Samuel B. Kaufmann**  
*Head of Performance Measurement*
- Elizabeth S. Kim**  
*Senior Client Advisor*
- Alexander F. Lee**  
*Senior Client Advisor*
- Laura J. Levande**  
*Senior Human Resources Advisor*
- Andrea M. Luengo**  
*Senior Tax Advisor*
- Benjamin W. Martin**  
*Senior Client Advisor*
- Steven A. Molina**  
*Head of Financial Planning and Analysis*
- John B. Mooney**  
*Head of Corporate Accounting*
- Patrick J. Murphy**  
*Senior Wealth Advisor*
- Brooke Pollak**  
*Senior Estate Administrator and Associate Fiduciary Counsel*
- Jacqueline R. Reimels**  
*Senior Human Resources Advisor*
- Daniel F. Rosas**  
*Senior Client Advisor and Director of Client Account Administration*
- Barbara Sterne**  
*Senior Investment Strategist*
- Ryan M. Studer**  
*Senior Client Advisor*
- Tom R. Wicks**  
*Senior Investment Strategist*
- Tanya D. Williams**  
*Senior Investment Strategist*
- Tiffany J. Wisener**  
*Senior Client Advisor*
- Hong Xie**  
*Senior Quantitative Analyst*
- Brett D. Zudekoff**  
*Fiduciary Counsel*





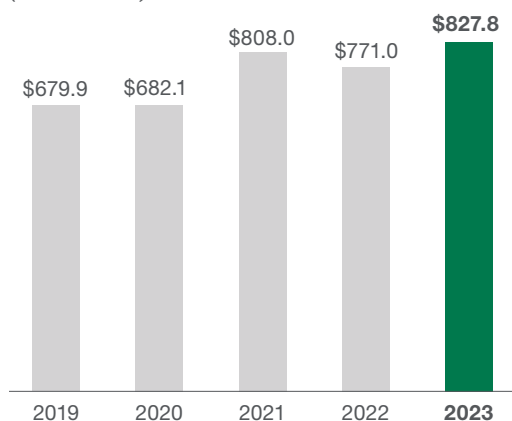
# Financial Results

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## Financial Highlights

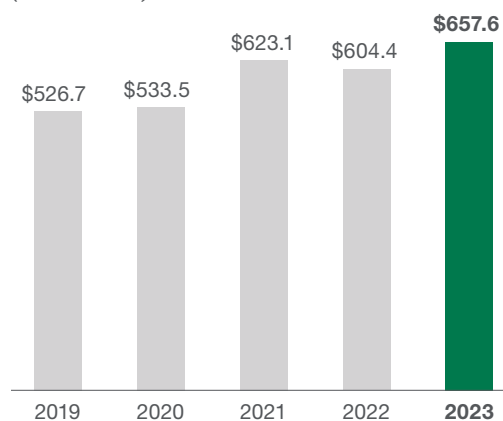
### Revenues

(In millions)



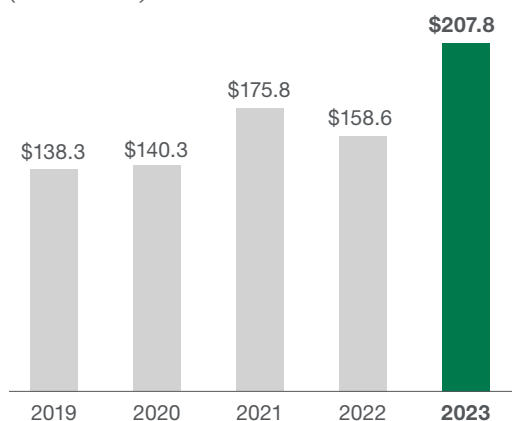
### Expenses

(In millions)

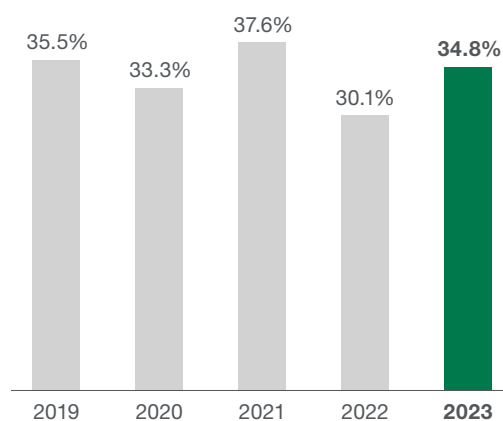


### Net Income

(In millions)



### Return on Average Equity



(In thousands, except per share data)

	2023	2022
Revenues	\$827,784	\$771,010
Expenses	657,576	604,400
(Benefit)/provision for income taxes	(37,591)	8,048
Net income	207,799	158,562
Average shareholders' equity	596,310	526,092
Return on average equity	34.8%	30.1%
Total distributions to shareholders	166,591	122,703
Basic earnings per common share	84.22	64.25
Book value per common share	246.96	227.49

## *Management's Discussion and Analysis*

### **Executive Overview**

Privately owned and independent, Bessemer Trust (the "Company") is a multifamily office that has served individuals and families of substantial wealth for more than 115 years. Through comprehensive investment management, wealth planning, and family office services, we help clients achieve peace of mind for generations.

The Company's financial condition remains solid, characterized by its strong capitalization, high-quality assets, appropriate liquidity, minimal sensitivity to interest rate risk, and no debt. Shareholders' equity increased \$47.5 million, or 8%, year-over-year to \$608.9 million, with a return on equity of 34.8%. Income distributions from current year earnings totaled \$15.80 per share, up from \$12.00 per share in 2022. A one-time incremental distribution from retained earnings of \$25.00 per share was also made in 2023. Net income was \$207.8 million, up \$49.2 million, or 31%, from 2022, with a pre-tax margin of 20.6%, down slightly from 21.6%.

In 2023, we maintained our focus on our clients, shareholders, and employees, while making continued investments in the business. At year-end, we supervised \$217.5 billion in assets for more than 3,000 clients with more than 1,200 employees across 22 offices. Our client asset retention rate remained strong at 99%, in line with our 10-year average.

Total revenue increased \$56.8 million, or 7%, year-over-year to \$827.8 million driven by higher markets, net asset inflows, and increased net interest income. The majority of fees are earned on assets under management and are driven primarily by the amount of assets managed by the Company and the market value of securities held within client portfolios. Other income rose substantially due to net realized and unrealized gains related to corporate securities. Expenses increased by \$53.2 million, or 9%, to \$657.6 million driven by higher compensation expense associated with additional headcount, higher discretionary bonus levels, and the impact of inflation. Non-compensation expense increased due to higher investments in the business, including two new offices, investments in technology and client-related enhancements, and higher travel and entertainment. These increases were partially offset by lower sub-advisor expenses primarily from sub-advisor net asset outflows.

The Company re-evaluated its tax status due to the evolution of tax rates in recent years and elected to convert from a Subchapter S corporation to a Subchapter C corporation effective January 1, 2024. In conjunction with the conversion, the Company recorded deferred federal and additional state tax assets in 2023, resulting in a one-time increase to net income of \$49.5 million.

### **Summary of Financial Highlights**

Comparisons noted in the sections below are for the full year of 2023 versus the full year of 2022, unless otherwise specified.

Total revenues increased \$56.8 million, or 7%, to \$827.8 million primarily reflecting:

- Fees from client services increased \$18.8 million, or 3%, to \$746.2 million due to higher market levels and net asset inflows. Net asset inflows totaled \$0.4 billion, generating \$5.9 million in 2023 fees and annualized fees of \$8.8 million. Assets under supervision at year-end totaled \$217.5 billion, including \$109.2 billion held in custody and directed trusts and \$108.3 billion held in managed accounts.
- Net interest income increased \$26.7 million, or 56%, to \$74.1 million due to the full year effect of higher interest rates and margins. Client loan balances at year-end 2023 totaled \$1.1 billion, down slightly year-over-year. Client deposit balances at year-end 2023 totaled \$2.2 billion, down \$0.8 billion, or 27%.
- Other income increased by \$11.2 million driven by net realized and unrealized gains related to corporate securities, partially offset by lower performance allocations from our Fifth Avenue alternative funds.



Total expenses increased \$53.2 million, or 9%, to \$657.6 million primarily reflecting:

- Employee compensation and benefits costs increased by \$36.2 million, or 9%, to \$418.5 million primarily driven by additional headcount, higher discretionary bonus levels, and the impact of inflation.
- Non-compensation expenses increased by \$17.0 million, or 8%, to \$239.0 million. Other operating expenses increased by \$6.3 million, or 14%, to \$50.7 million driven by travel and entertainment and third-party data service provider costs. Technology costs increased by \$5.3 million, or 12%, to \$49.8 million due to strategic investments in technology infrastructure, reporting, client digital initiatives, and the impact of inflation on recurring licenses and services. Professional fees increased by \$4.8 million, or 25%, to \$24.0 million, primarily due to higher legal, recruiting, compliance, and other corporate expenses. Occupancy costs increased by \$3.4 million, or 6%, to \$62.7 million, driven by the opening of our San Diego and Nevada offices.

Other financial highlights include:

- Return on average shareholders' equity was 34.8% versus 30.1% in 2022.
- The Company made total distributions to shareholders of \$166.6 million versus \$122.7 million in 2022. Since the Company operated as a Subchapter S corporation through the 2023 tax year, tax distributions totaling \$66.0 million (\$26.73 per share) were made in 2023 for the shareholders' estimated tax liability associated with the Company's flow-through taxable income. Income distributions totaled \$39.0 million (\$15.80 per share) as compared to \$29.6 million (\$12.00 per share) for 2022. A one-time incremental distribution from retained earnings of \$61.6 million (\$25.00 per share) was paid in 2023.
- The Company ended the year with total corporate assets of \$3.7 billion. Secured loans, deposits with the Federal Reserve Bank of New York, and investments in highly liquid and investment-grade debt securities represent the largest components of interest-earning assets. Because loans are fully secured by borrowers' marketable securities, no reserve for loan losses is required. The Company experienced no credit losses or write-downs in the loan portfolio.
- Shareholders' equity increased by \$47.5 million, or 8%, to \$608.9 million, or \$246.96 per share, in 2023. The Company's equity includes earnings retained to support its banking and trust operations. The Company had no debt at year-end, unchanged from the prior year.
- The Company is classified as "well-capitalized" by regulatory standards with a consolidated total capital to risk-weighted assets ratio at December 31, 2023 of 23.7%, well above the regulatory minimum requirement of 8%.

## *Consolidated Results of Operations*

For the years ended December 31,

*(In thousands, except per share data)*

	2023	2022	Change
<b>Revenues:</b>			
Fees from client services	\$746,220	\$727,429	3%
Net interest income	74,145	47,405	56%
Other income/(loss)	7,419	(3,824)	-
Total Revenues	827,784	771,010	7%
<b>Expenses:</b>			
Employee compensation and benefits, including long-term incentives	418,543	382,379	9%
Non-compensation	239,033	222,021	8%
Total Expenses	657,576	604,400	9%
<b>Income before (benefit)/provision for income taxes</b>	<b>170,208</b>	166,610	2%
(Benefit)/provision for income taxes	(37,591)	8,048	-
<b>Net income</b>	<b>\$207,799</b>	\$158,562	31%
Earnings per share	\$ 84.22	\$ 64.25	

This section provides a comparative discussion of our consolidated results of operations for the two-year period ended December 31, 2023, unless otherwise specified.

## Revenues

Revenues consisted of the following for the years ended December 31:

<i>(In thousands)</i>	2023	2022	Change
Fees from client services	<b>\$746,220</b>	\$727,429	3%
Net interest income	<b>74,145</b>	47,405	56%
Other income/(loss)	<b>7,419</b>	(3,824)	-
Total Revenues	<b>827,784</b>	771,010	7%

## Fees from Client Services

Fees from client services consisted of the following for the years ended December 31:

<i>(In thousands)</i>	2023	2022	Change
Core Services Fees	<b>\$658,225</b>	\$642,742	2%
Fees from Specialized Services	<b>87,995</b>	84,687	4%
Fees from Client Services	<b>746,220</b>	727,429	3%
Fees from Client Services as a percent of total revenues	<b>90%</b>	94%	
Assets under custody and/or administration (in billions)	<b>\$ 109.2</b>	\$ 107.7	
Assets under management (in billions)	<b>\$ 108.3</b>	\$ 93.8	

Fees from client services are generated from investment management, custody, trustee, estate administration, tax, and other services provided to clients, and are recognized when the services are provided. The majority of fees are earned on assets under management and are driven primarily by the amount of assets managed by the Company and the market value of securities held within client portfolios.

**Core Services Fees** — Core Services Fees represent fees clients pay to the Company for its services including, but not limited to, investment management, estate planning, tax consulting, and custody of managed assets. Core Services Fees are typically based on agreed upon fee rates applied to assets under management. These fees can be charged directly to separately managed accounts, or charged within the Old Westbury Funds, Inc., the Old Westbury (Cayman) Funds SPC, and/or the Fifth Avenue Funds. Core services fees are up year-over-year primarily due to higher markets and net asset inflows. Net asset inflows totaled \$0.4 billion, generating \$5.9 million in 2023 fees and annualized fees of \$8.8 million. Assets under supervision at year-end totaled \$217.5 billion, including \$109.2 billion held in custody and directed trusts, and \$108.3 billion under management.

**Fees from Specialized Services** — The Company earns fees from additional services provided to clients based on agreed upon fee rates applied to assets under supervision and/or based on the service delivered. The increase year-over-year relates primarily to tax management, corporate trustee, directed custody, and family office management services.

## Net Interest Income

Provided below is a summary of the consolidated average balances, average rates, and interest for the years ended December 31:

(In thousands)	2023			2022			Change
	Average balances	Weighted average rates	Interest	Average balances	Weighted average rates	Interest	
Interest-earning assets							
Deposit with the Federal Reserve Bank of New York	\$ 846,708	5.16%	\$ 43,681	\$ 680,901	1.46%	\$ 9,917	-
Securities	1,110,256	4.23%	46,973	1,460,827	0.75%	10,959	-
Loans	1,097,213	6.73%	73,792	1,222,343	3.42%	41,789	77%
Total interest income			164,446			62,665	162%
Interest-bearing liabilities							
Money Market Deposit Account	\$2,439,089	3.70%	90,301	2,670,281	0.57%	15,260	-
Debt	-	0.00%	-	-	0.00%	-	0%
Total interest expense			90,301			15,260	-
Net interest income			74,145			47,405	56%
Net interest margin		1.87%			1.15%		

Net interest income increased \$26.7 million to \$74.1 million, primarily due to the full-year effect of higher interest rates and margins. Net interest margin increased by 0.72% to 1.87%. Average client deposit balances were \$2.4 billion, down \$0.2 billion, or 9%, year-over-year, reflecting attrition driven by the higher interest rate environment. Average client loan balances were \$1.1 billion, down \$0.1 billion, or 10%, from the prior year.

## Other Income

Other income/(loss) consisted of the following for the years ended December 31:

(In thousands)	2023	2022	Change
Securities gains/(losses) and dividends	\$2,436	\$(9,422)	126%
Carried interest	3,411	3,898	(12%)
Incentive allocations	1,064	1,230	(13%)
Other	508	470	8%
Total other income/(loss)	7,419	(3,824)	-

Other income/(loss) is primarily composed of gains or losses on securities positions and performance allocations earned from our Fifth Avenue alternative funds.

*Securities gains/(losses) and dividends* — Securities gains/(losses) include realized and unrealized gains and losses on corporate securities. There were net realized and unrealized gains related to certain corporate securities in 2023 versus 2022, when the Company sold certain corporate securities and securities available for sale positions for net losses.

*Carried Interest and Incentive Allocations – Fifth Avenue Funds*— The Company may receive carried interest or incentive allocations as the manager or advisor of certain alternative investment funds subject to certain performance thresholds. The Company records incentive allocations when earned and carried interest allocations when they are not subject to significant reversal and cash has been distributed. Carried interest was down 12% compared to 2022 due to fewer realization events, primarily driven by macroeconomic factors. Incentive allocations were down 13% year-over-year due primarily to lower year-over-year performance.

## Expenses

Expenses consisted of the following for the years ended December 31:

<i>(In thousands)</i>	2023	2022	Change
Employee compensation and benefits, including long-term incentives	<b>\$418,543</b>	\$382,379	9%
Non-compensation expenses			
Occupancy & Equipment	<b>62,733</b>	59,361	6%
Information Technology	<b>49,807</b>	44,492	12%
Professional Fees	<b>24,014</b>	19,242	25%
Sub-advisor Expenses	<b>51,794</b>	54,585	(5%)
Other Operating Expenses	<b>50,685</b>	44,341	14%
Total non-compensation expenses	<b>239,033</b>	222,021	8%
Total expenses	<b>657,576</b>	604,400	9%

*Employee compensation and benefits, including long-term incentives*— Compensation includes salaries, bonuses, profit sharing contribution, and benefits. Certain compensation arrangements are deferred over a period of time to align employee compensation with the long-term interests of the Company. The year-over-year increase of \$36.2 million, or 9%, was primarily driven by a year-over-year increase in headcount from 1,144 employees to 1,209 employees, higher discretionary bonus levels, and the impact of inflation.

*Occupancy & Equipment*— Occupancy & equipment includes costs related to corporate real estate, amortization, and depreciation. The year-over-year increase of \$3.4 million resulted from continued investment in our corporate real estate infrastructure, the opening of our San Diego office, and a full year of costs related to the Nevada office.

*Information Technology*— Information technology includes technology related hardware, software, and consulting expenses. The increase in 2023 was due to ongoing investments in technology infrastructure, reporting, client digital initiatives, and the impact of inflation on recurring licenses and services.

*Professional Fees*— Professional fees include accounting, legal, consulting, and other external service provider related costs. The increase in 2023 was primarily due to higher legal, recruiting, compliance, and other corporate expenses.

*Sub-advisor Expenses*— The Company engages third-party investment advisors to provide investment management services for certain specialized asset classes and/or strategies. The year-over-year decrease in sub-advisor expenses is mostly due to sub-advisor net asset outflows.

*Other Operating Expenses*— Other operating expenses consist of other expenses such as travel and entertainment, information services, and marketing. The increase year-over-year was driven primarily by higher travel and entertainment and third-party data service provider costs.

## Net Income and Income Taxes

Net income consisted of the following for the years ended December 31:

<i>(In thousands)</i>	2023	2022	Change
Income before (benefit)/provision for income taxes	<b>\$170,208</b>	\$166,610	2%
(Benefit)/provision for income taxes	<b>(37,591)</b>	8,048	-
Net income	<b>207,799</b>	158,562	31%
Effective tax rate	<b>(22.1%)</b>	4.8%	

The Company operated as a Subchapter S corporation for federal income tax purposes since 2006. Due to the evolution in tax rates in recent years, the Company elected to convert from a Subchapter S corporation to a Subchapter C corporation effective January 1, 2024. The Company recorded a tax benefit of \$37.6 million which includes deferred federal and additional state tax assets in 2023 of \$49.5 million resulting from the conversion, partially offset by 2023 Subchapter S corporation income tax expense in certain state and local jurisdictions.

## *Consolidated Balance Sheets*

As of December 31,

<i>(In thousands)</i>	2023	2022	Change
<b>Assets:</b>			
Cash and cash equivalents	\$ 803,391	\$1,700,680	(53%)
Investments, at fair value	999,969	812,732	23%
Loans, secured by marketable securities	1,063,648	1,121,975	(5%)
Premises and equipment	527,798	544,656	(3%)
Other assets	262,740	210,936	25%
Total Assets	<b>\$3,657,546</b>	\$4,390,979	(17%)
<b>Liabilities:</b>			
Deposits	\$2,154,464	\$2,969,498	(27%)
Lease liabilities	472,402	487,469	(3%)
Accrued expenses and other liabilities	421,760	372,569	13%
Total Liabilities	<b>\$3,048,626</b>	\$3,829,536	(20%)
<b>Shareholders' Equity:</b>			
Total Shareholders' Equity	608,920	561,443	8%
Total Liabilities and Shareholders' Equity	<b>\$3,657,546</b>	\$4,390,979	(17%)

The following is a discussion of changes between December 31, 2023 and 2022.

## Balance Sheet

### Assets

Assets consist of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
Cash and cash equivalents	\$ 803,391	\$1,700,680	(53%)
Investments, at fair value	999,969	812,732	23%
Loans, secured by marketable securities	1,063,648	1,121,975	(5%)
Premises and equipment	527,798	544,656	(3%)
Other assets	262,740	210,936	25%
Total Assets	3,657,546	4,390,979	(17%)

### Cash and Cash Equivalents

Cash and cash equivalents consist of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
Non-interest bearing – Cash and due from banks	\$ 8,111	\$ 10,084	(20%)
Interest-bearing:			
Deposit with the Federal Reserve Bank of New York	509,637	801,639	(36%)
Deposits with other banks	4,682	4,536	3%
Short-term investments	280,961	884,421	(68%)
Total cash and cash equivalents	803,391	1,700,680	(53%)

Cash and cash equivalents include amounts due from banks, interest-bearing deposits with the Federal Reserve Bank of New York and other banks, and short-term investments, which are readily convertible into cash, have original maturities of three months or less at the time of acquisition, and are recorded at amortized cost. At December 31, 2023, short-term investments included investments in money market mutual funds and U.S. Treasury Bills maturing within three months or less. Cash and cash equivalents decreased year-over-year primarily due to lower client deposit levels which resulted in less collateral held in short-term investments, as well as lower corporate deposits with the Federal Reserve Bank of New York.

### Investments, At Fair Value

The estimated fair value of investments consists of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
Securities available for sale	\$ 780,715	\$ 629,815	24%
Marketable equity securities	18,675	17,968	4%
Other investments	200,579	164,949	22%
Total investments, at fair value	999,969	812,732	23%



Investments includes securities available for sale, marketable equity securities, and other investments, and are carried at their estimated fair value. Securities available for sale are recorded at fair value, with net unrealized gains and losses, net of tax, included in accumulated other comprehensive loss in shareholders' equity. Marketable equity investments are also recorded at fair value with both realized and unrealized gains reported in the income statement. Other investments include corporate assets set aside in Rabbi Trusts (Grantor Trusts) and other accounts to fund obligations under certain of the Company's retirement, and long-term incentive compensation plans. Other investments increased due to higher market levels and increases in deferred compensation. Our investment portfolio consists entirely of investments valued using quoted prices for identical assets and significant observable inputs.

Our securities available for sale portfolio consists of debt obligations of the U.S. Treasury, government agencies, and state and political subdivisions. We maintain a securities available for sale portfolio that complies with pledging requirements on deposits of subsidiary banks. The increase in securities available for sale was attributable to the purchases of securities in late 2023 with slightly longer durations in anticipation of declining interest rates. 76% of the portfolio matures within one year as of December 31, 2023 compared to 87% as of December 31, 2022.

### Loans, Secured by Marketable Securities

Loans are carried at their outstanding principal amount and are fully secured by marketable securities held in client accounts and monitored on an ongoing basis for liquidity, portfolio diversification, investment type, maturity, and duration. Since all loans are fully secured by marketable securities, generally due on demand, and interest income is recorded on a current accrual basis, management has determined that no allowance for loan losses is required. The Company has no history of loan losses.

### Premises and Equipment

Premises and equipment consist of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
Land	\$ 1,487	\$ 1,487	0%
Building	8,215	8,181	0%
Leasehold improvements	144,751	138,199	5%
Computer software	68,155	67,704	1%
Computer hardware	15,787	34,840	(55%)
Furniture, fixture, and office equipment	41,453	41,130	1%
Fixed assets, at cost	279,848	291,541	(4%)
Less accumulated depreciation and amortization	(141,333)	(150,890)	(6%)
Total fixed assets, net	138,515	140,651	(2%)
Right-of-use assets	389,283	404,005	(4%)
Total premises and equipment	527,798	544,656	(3%)

Premises and equipment includes fixed assets that are stated at cost less accumulated depreciation and amortization, and the right-of-use asset related to office space leases. Certain assets classified as computer hardware were fully depreciated which is reflected by a reduction in fixed assets, at cost, and accumulated depreciation. Right-of-use assets include the measurement of lease liabilities less deferred rent and tenant improvement allowances.

### Other Assets

Other assets primarily consist of net deferred tax assets and prepaid expenses. The increase year-over-year of \$51.8 million primarily relates to the increase in deferred tax assets due to the Company's conversion to a Subchapter C corporation.

## Liabilities and Shareholders' Equity

Liabilities and shareholders' equity consist of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
<b>Liabilities:</b>			
Deposits	\$ 2,154,464	\$ 2,969,498	(27%)
Lease liabilities	472,402	487,469	(3%)
Accrued expenses and other liabilities	421,760	372,569	13%
Total Liabilities	3,048,626	3,829,536	(20%)
<b>Shareholders' Equity:</b>			
Common stock and surplus	\$ 78,440	\$ 78,349	0%
Retained earnings	688,337	647,129	6%
Accumulated other comprehensive loss, net of tax	(45,240)	(52,050)	(13%)
Treasury stock, at cost	(112,617)	(111,985)	1%
Total Shareholders' Equity	608,920	561,443	8%
Total Liabilities and Shareholders' Equity	\$3,657,546	\$4,390,979	(17%)

### Deposits

Deposits consisted of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
Demand deposits	\$ 144,374	\$ 392,402	(63%)
Money market deposits	2,010,090	2,577,096	(22%)
	2,154,464	2,969,498	(27%)

Deposit levels are driven by client activities and planning such as individual liquidity requirements, asset allocations, and yields. The year-over-year decrease primarily reflects attrition due to the higher interest rate environment.

### Lease Liabilities

The Company's lease liabilities are composed primarily of corporate real estate. Lease liabilities represent the present value of contractual payments during the lease term. The year-over-year decrease relates to contractual rent payments.

### Accrued Expenses and Other Liabilities

Accrued expenses and other liabilities consist of the following as of December 31:

<i>(In thousands)</i>	2023	2022	Change
Accrued compensation and retirement plan liabilities	\$ 385,732	\$ 337,949	14%
Accrued non-compensation expenses	36,028	34,620	4%
	421,760	372,569	13%

Accrued expenses and other liabilities are mostly comprised of accrued compensation and retirement plan liabilities, income taxes payable, sub-adviser fees payable, and other payables. Certain compensation arrangements are deferred over a period of time to align employee compensation with the long-term interests of the Company. Additionally, certain employees participate in defined benefit plans. The Company recognizes the funded status of a defined benefit plan as a liability on the consolidated balance sheets and the changes of the funded status in the year in which the changes occur through comprehensive income. The year-over-year increase in accrued expenses relates primarily to an increase in headcount and deferred compensation.

## Shareholders' Equity

The following table reconciles shareholders' equity at the beginning of each year to the end of each year.

<i>(In thousands, except per share data)</i>	2023	2022	Change
Balance, beginning of year	\$561,443	\$503,796	11%
Net income	207,799	158,562	31%
Distributions to shareholders:			
For income taxes	(65,967)	(93,088)	(29%)
From earnings	(38,982)	(29,615)	32%
From retained earnings	(61,642)	-	(100%)
Other comprehensive income, net of tax	6,810	21,747	(69%)
Other	(541)	41	-
Balance, end of year	608,920	561,443	8%
Per share distributions to shareholders:			
For income taxes	26.73	37.72	
From earnings	15.80	12.00	
From retained earnings	25.00	-	
Return on shareholders' equity	34.8%	30.1%	

Shareholders' equity reflects retained earnings, shareholder distributions, and accumulated other comprehensive loss. The Company's net income totaled \$207.8 million in 2023, compared to \$158.6 million in 2022. The Company made total distributions to shareholders of \$166.6 million in 2023 and \$122.7 million in 2022. Since the Company operated as a Subchapter S corporation, tax distributions totaling \$66.0 million were made in 2023 for the shareholders' estimated tax liability associated with the Company's flow-through undistributed income. Income distributions are based on net income and totaled \$39.0 million for 2023 as compared to \$29.6 million for 2022. An incremental one-time distribution of \$61.6 million was paid in 2023. Accumulated other comprehensive loss for the period increased \$6.8 million largely due to the increase in unrealized gains on securities available for sale and the reduction in net actuarial loss on pension and post-retirement benefits driven by higher interest rates.

The Company's capital structure includes three classes of common stock: Voting, Class A non-voting, and Class B non-voting. The shares of voting stock are owned by and reserved for descendants of Henry Phipps or trusts for their benefit. The Class A non-voting shares are owned by descendants of Henry Phipps or directors as qualifying shares. Class B non-voting stock is owned by certain employees. The following table outlines the number of shares authorized, issued, and outstanding for each class as of December 31, 2023 (on a GAAP basis):

Class of Stock	Authorized	Issued	Outstanding
Voting	477,100	477,069	477,069
Class A non-voting	1,911,000	1,903,382	1,893,107
Class B non-voting	1,500,000	1,159,609	95,520
Total	3,888,100	3,540,060	2,465,696

## Capital Adequacy

The Company and its subsidiary banks are subject to the capital adequacy rules of U.S. regulators. As of December 31, 2023, the Company and its subsidiary banks meet all capital adequacy requirements and are considered “well-capitalized.”

Quantitative measures established by regulation to ensure capital adequacy require the Company and its subsidiary banks to maintain minimum amounts, and ratios of Total, Common Equity Tier 1, and Tier 1 Capital to risk-weighted assets, and Tier 1 Capital to average assets. Based upon the capital structure of the Company and its subsidiary banks, Common Equity Tier 1 Capital equals Tier 1 Capital. The actual measures (in thousands) for the Company and its subsidiary banks at December 31, 2023 and 2022 follow.

	Ratios				
	Total Capital Amount	Common Equity Tier 1 and Tier 1 Capital Amounts	Total Capital to Risk-Weighted Assets	Common Equity Tier 1 and Tier 1 Capital to Risk-Weighted Assets	Tier 1 Capital to Average Assets
<i>(In thousands)</i>					
<b>As of December 31, 2023</b>					
<b>Consolidated</b>	<b>\$597,751</b>	<b>\$597,751</b>	<b>23.7%</b>	<b>23.7%</b>	<b>14.7%</b>
<b>Bessemer Trust Company</b>	<b>107,551</b>	<b>107,551</b>	<b>36.7%</b>	<b>36.7%</b>	<b>18.2%</b>
<b>Bessemer Trust Company, N.A.</b>	<b>288,254</b>	<b>288,254</b>	<b>20.2%</b>	<b>20.2%</b>	<b>9.3%</b>
<b>As of December 31, 2022</b>					
Consolidated	\$541,399	\$541,399	22.6%	22.6%	16.2%
Bessemer Trust Company	105,572	105,572	30.1%	30.1%	15.2%
Bessemer Trust Company, N.A.	262,165	262,165	18.2%	18.2%	11.4%

The following table presents the regulatory minimum and well-capitalized ratios at December 31, 2023 and 2022.

	Minimum Capital Ratios	Well-Capitalized Ratios
Total Capital	8.0%	10.0%
Common Equity Tier 1 Capital	4.5%	6.5%
Tier 1 Capital	6.0%	8.0%
Tier 1 Capital to Average Assets	4.0%	5.0%

## *Consolidated Condensed Statements of Cash Flows*

### Overview, Discussion, and Analysis

The following is a discussion of changes in cash and cash equivalents between December 31, 2023 and 2022.

For the years ended December 31,

<i>(In thousands)</i>	<b>2023</b>	2022	Change
Balance, beginning of year	<b>\$1,700,680</b>	\$1,262,348	35%
Net cash provided by/(used in):			
Operating activities	<b>175,263</b>	220,558	(21%)
Investing activities	<b>(90,386)</b>	1,239,859	(107%)
Financing activities	<b>(982,166)</b>	(1,022,085)	4%
Net change in cash and cash equivalents	<b>(897,289)</b>	438,332	-
Balance, end of year	<b>803,391</b>	1,700,680	(53%)

*Cash Flows from Operating Activities* — Cash flows from operating activities represents the cash flows from regular business activities and are sufficient to meet operating liquidity needs. Net cash provided by operating activities was positive during 2023 primarily due to net income, adjusted for timing differences arising from deferred income taxes and deferred compensation arrangements.

*Cash Flows from Investing Activities* — Cash flows from investing activities represents cash generated or spent on premises and equipment, the Company's securities available for sale portfolio, and lending. Cash flows from investing activities decreased due to the maturity and sale of securities available for sale which increased cash and cash equivalents in 2022, and purchases of fixed assets related to the build out of our San Diego and Nevada offices during 2023.

*Cash Flows from Financing Activities* — Cash flows from financing activities represent deposit acquisition and distributions on stock. Cash flows from financing activities declined due to lower deposit levels and shareholder distributions.

## *Five-Year Comparative Summary*

### Results of Operations

*(In thousands, except per share data)*

	2023	2022	2021	2020	2019
<b>Revenues</b>					
Fees from client services	\$ 746,220	\$ 727,429	\$ 770,373	\$ 630,865	\$ 606,389
Net interest income	74,145	47,405	21,484	31,421	43,962
Other income (loss)	7,419	(3,824)	16,130	19,793	29,527
Total Revenues	<b>827,784</b>	771,010	807,987	682,079	679,878

### Expenses

Employee compensation and benefits, including long-term incentives	418,543	382,379	377,782	336,403	335,411
Non-compensation	239,033	222,021	245,317	197,146	191,298
Total Expenses	<b>657,576</b>	604,400	623,099	533,549	526,709

### Income

Income before (benefit)/provision for income taxes	170,208	166,610	184,888	148,530	153,169
(Benefit)/provision for income taxes	(37,591)	8,048	9,119	8,229	14,894
Net Income	<b>\$ 207,799</b>	\$ 158,562	\$ 175,769	\$ 140,301	\$ 138,275
Earnings per Common Share	<b>\$ 84.22</b>	\$ 64.25	\$ 71.23	\$ 56.69	\$ 55.24

### Distributions to Shareholders

For income taxes (per share)	\$ 26.73	\$ 37.72	\$ 28.77	\$ 26.42	\$ 25.08
From earnings (per share)	\$ 15.80	\$ 12.00	\$ 15.60	\$ 11.05	\$ 9.64
From retained earnings (per share)	\$ 25.00	-	-	-	-

### Financial Condition at December 31

Assets	\$3,657,546	\$4,390,979	\$4,846,683	\$3,981,372	\$3,348,010
Liabilities	3,048,626	3,829,536	4,342,887	3,551,328	2,945,134
Shareholders' Equity	<b>\$ 608,920</b>	\$ 561,443	\$ 503,796	\$ 430,044	\$ 402,876
Book Value per Share	<b>\$ 246.96</b>	\$ 227.49	\$ 204.15	\$ 174.26	\$ 160.98

Board of Directors,  
Senior Officers,  
and Office Locations



## Board of Directors



Stuart S. Janney, III\*  
*Chairman Emeritus*



George D. Phipps §  
*Chairman of the Board*



William C. Trimble, III §  
*Vice Chairman of the Board*  
*Retired Chief Executive Officer*  
*Easterly Government Properties*



General Joseph F. Dunford, Jr.  
*Retired Commandant of the*  
*Marine Corps*  
*Former Chairman of the*  
*Joint Chiefs of Staff*



Emily J. Elliot  
*Managing Director*  
*Levington Partners*



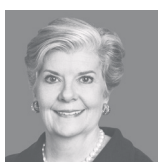
Karen T. Fondu §  
*Former President of L'Oréal*  
*Paris USA*



Victoria W. Guest  
*Former General Counsel*  
*Hamilton Insurance*  
*Group, Ltd.*



Robert P. Goodman  
*Partner*  
*Bessemer Venture Partners*



Terri Lacy\* §  
*Partner*  
*Hunton Andrews*  
*Kurth LLP*



Jorge Mas  
*Chairman of MasTec*



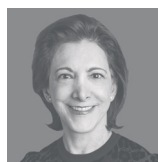
William H. Moore, IV  
*Area Director, Finance,*  
*Americas East*  
*Four Seasons Hotels*



Gwendolyn Adams Norton  
*Former Executive, Wachovia Bank*  
*Trustee, Spelman College*



Ogden Phipps, II  
*Co-Managing Partner*  
*TruArc Partners*



Maria C. Richter  
*Former Managing Director,*  
*Corporate Finance*  
*Morgan Stanley*



William F. Ruprecht  
*Former Chairman,*  
*President, & Chief Executive Officer*  
*Sotheby's*



Marc D. Stern  
*Chief Executive Officer*  
*Bessemer Trust*



Michael A. Vlasic §  
*Principal*  
*NBT Investments*

§ Member of the 2023 Audit Committee.

\* Stuart Janney and Terri Lacy retired from the Board of Directors in 2023. George Phipps was elected Chairman of the Board of Directors as of January 2024. Emily Elliot and Gwen Norton were elected to the Board of Directors as of May 2023.



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## Senior Officers

George D. Phipps  
*Chairman of the Board*

Leslie A. Day  
*Chief Communications and  
Client Digital Officer*

Yvette M. Garcia  
*General Counsel*

Allison D. Heilborn  
*Chief Financial Officer*

Rita C. Kane  
*Chief Human Resources Officer*

James L. Kronenberg  
*Chief Fiduciary Counsel*

Deborah B. Lo Cascio  
*Head of Corporate Analysis  
and Planning*

Holly H. MacDonald  
*Chief Investment Officer*

Michael A. Marquez  
*Chief Client Officer and  
Chief Operating Officer*

Marc D. Stern  
*Chief Executive Officer*

George Wilcox  
*President*

Stephen R. Akers  
Kevin J. Akinskas  
Philip Allen  
Andrea E. Alvino  
Susan L. Anderson  
Janice T. Angell  
A. Bruce Audino  
Charles J. Ausperger  
Debra L. Avidon  
Edward N.W. Aw  
Donna Bacich  
Daniel F. Baldino  
Vikas Bangia  
Kevin M. Barry  
David H. Bausman  
Stephen A. Baxley  
Laura G. Benner  
Philip A. Benyola, Jr.  
Ricardo M. Best  
Bryan A. Bethel  
Ryan B. Bliss  
Alice C. Bowie  
Patrick S. Boyle  
G. Gernon Brown, III  
Kraig A. Brunelle  
Brad A. Burstin  
Michael C. Busa  
Thomas J. Cahill, Jr.  
Nora A. Cahue  
Joseph C. Campesi  
Teresa L. Cannellos  
Karen M. Castellane  
James L. Chandler, Jr.  
Sanjun Chen  
J. Alexander Christie  
Michelle K. Chun  
Terrence K. Chun  
Arthur Cohen  
Jodi F. Cohen  
Isabella M. Conenna  
Julia E. Coombs  
Lisa M. Corcoran  
Beatriz M. Cuervo  
T. Paul Dalzell  
Patrick M. Darcy  
Alice C. Davenport

Desiree C. Davis  
Henry P. Davison, II  
Joseph M. DeCicco  
Dominic DeFalco, Jr.  
Scott M. Deke  
Elizabeth W. Delo  
Chamie S. Deters  
D. Jeffrey Dramstad  
Michael J. Driscoll  
Lucelly Dueñas  
R. Sherlock Elliott  
Stephen P. Emma  
Anthony L. Engel  
Jo Ann Engelhardt  
Kathryn Grossman España  
Keara S. Everdell  
Richard A. Faulkner  
Andrew M. Feder  
Jaclyn G. Feffer  
Stacey R. Feldman  
Dana G. Fitzsimons, Jr.  
Michael J. FitzSimons  
A.J. Fried  
Grant Gardner  
Max Gelfer  
Ryan P. Gillespie  
Jeffrey J. Glowacki  
Jonathan A. Gold  
F. Kevin Granville  
Sean Gray  
Kenneth M. Grimes  
Emily V. Gulden  
Ritu Gupta  
Wally Hachil  
Hank R. Hagey, Jr.  
John B. Hall  
Lynn C. Halpern  
Trevor J. Hamilton  
Kenneth C. Handy  
Clare K. Harker  
S. Alexander Haverstick, II  
Thomas J. Healy, Jr.  
Caroline W. Hodkinson  
Kristy L. Hoffman  
Laura Y. Hur  
C. Oliver Iselin

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Bobby Jan  
Thomas C. Janson  
John Q. Jiang  
Jennifer L. Johnson  
Michael K. Kagan  
Philip C. Kalafatis  
A. Kent Kalvaitis  
Samuel B. Kaufmann  
George W. Kern, V  
Elizabeth S. Kim  
Annah Kim-Rosen  
Phyllis E. King  
Nicola R. Knight  
Nicolette B. Knoeck  
Michael B. Knopp  
Lindsay W. Koch  
Laura E. Korfmann  
Ben M. Kwok  
Kevin J. Lane  
Peter J. Langas  
David A. Lauer  
Alexander F. Lee  
Gregory M. Lester  
Jeffrey J. Leszczak  
Merileen C. Letzter  
Laura J. Levande  
Edward Li  
Anthony G. Liparidis  
Jeffrey H. Liss  
Andrea M. Luengo  
Adam J. Lustig  
Frank R. Malfatto  
Ziad Malik  
Luis N. Mallea, Jr.  
Benjamin W. Martin  
Timothy S. McBride  
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