



Panama Qualified Investor Program

A structured capital allocation strategy with permanent residency and citizenship outcome. Designed for investors who demand speed, flexibility, and real asset exposure — without compromise.

INVESTOR BRIEFING 2026

MFG CONSULTANTS

Why This Matters Now

The global residency and citizenship landscape has fundamentally shifted. Capital controls are tightening across emerging markets. Tax regimes in Europe and North America are expanding in scope and reach. Geopolitical uncertainty from regulatory overhaul to currency instability is no longer a tail risk. It is the operating environment.

Sophisticated investors are not waiting for conditions to normalize. They are positioning ahead of the curve: securing alternative domicile options, diversifying jurisdiction exposure, and allocating capital into structures that deliver both a financial return and a strategic outcome.

Panama is not a fallback. It is a deliberate choice. A USD-based economy with territorial tax treatment, one of the Western Hemisphere's most accessible residency programs, and a real asset market with credible return potential. The Panama Qualified Investor Program sits at the intersection of capital strategy and mobility planning and the window to act efficiently is not permanent.

Capital Diversification

Reduce jurisdictional concentration risk with real, USD-denominated assets outside your home market.

Residency Optionality

Secure a second residency and a pathway to citizenship without relocating or restructuring your life.

Strategic Timing

The best allocations go first. Investors who move early access better structures, better pricing, and cleaner exits.

PROGRAM DEFINITION

This Is Not a Visa. This Is a Capital Strategy.

The framing matters. Most investors approach residency-by-investment programs the wrong way evaluating them primarily on the residency outcome, and treating the investment as a fee. That is the wrong lens, and it leads to poor decisions.

The Panama Qualified Investor Program is a structured capital deployment into approved real asset classes — hospitality, branded real estate, and residential property that carries a permanent residency outcome as a legal consequence of the investment. The investment is primary. The residency is the result.

This distinction is commercially significant. It means investors must evaluate the underlying asset, not just the program mechanics. It means structure selection drives both investment performance and execution quality. And it means the right advisor is not a visa agent it is an investment-oriented team with full understanding of the asset landscape and the regulatory framework.

What Other Programs Offer

- Pay a fee, receive a document
- Capital treated as a cost
- No investment return expected
- No asset selection required

What Panama Actually Is

- Deploy capital into real assets
- Investment generates income and appreciation
- Residency granted as a legal outcome
- Structure selection drives performance

What's in It for You

This question deserves a direct answer. The Panama Qualified Investor Program delivers a combination of benefits that does not exist, in this form, anywhere else in the global market. Most programs force trade-offs between speed and cost, between flexibility and certainty, between investment return and residency quality. Panama eliminates most of those trade-offs simultaneously.

Immediate Permanent Residency

Not a temporary permit. Not a provisional status. Permanent residency, granted upon successful execution of the investment from day one.

No Relocation. No Minimum Stay.

Your life does not change. There is no requirement to move, reside, or restructure your primary domicile. Your optionality is preserved entirely.

~90-Day Processing

From execution to residency card. This is among the fastest processing timelines available globally for a permanent residency program at this investment level.

Citizenship Eligibility After 5 Years

A clear, defined pathway. Subject to compliance with program conditions, investors become eligible for Panamanian citizenship and passport after five years of maintained status.

USD-Denominated Investment

Panama's economy is fully dollarized. No currency risk. No exchange rate exposure. Your investment, income, and eventual exit are all transacted in USD.

Real Asset Ownership

Not a fund. Not a bond. Not a financial abstraction. You are investing in tangible, title-backed real estate, hotel participations, branded suites, or residential units.

Key Advantages at a Glance

The Panama Qualified Investor Program is globally competitive not because of one feature but because of how its features stack. Speed. USD base. No residency burden. Real asset structure. Citizenship pathway. Each element alone is significant. Together, they represent a structurally superior proposition for international capital.



Speed

~90 days from execution to permanent residency. No comparable program at this investment tier processes faster.



USD Economy

Full dollarization. Zero currency risk across investment, income, and exit. No hedging required.



No Relocation Required

Zero minimum stay. Permanent residency maintained without any obligation to physically reside in Panama.



Citizenship Pathway

Five years. Clear conditions. A defined route to a Panamanian passport and full citizenship rights.



Real Asset Backing

Title-backed ownership in approved real estate structures. Not a fee, not a donation, a capital deployment with return potential.

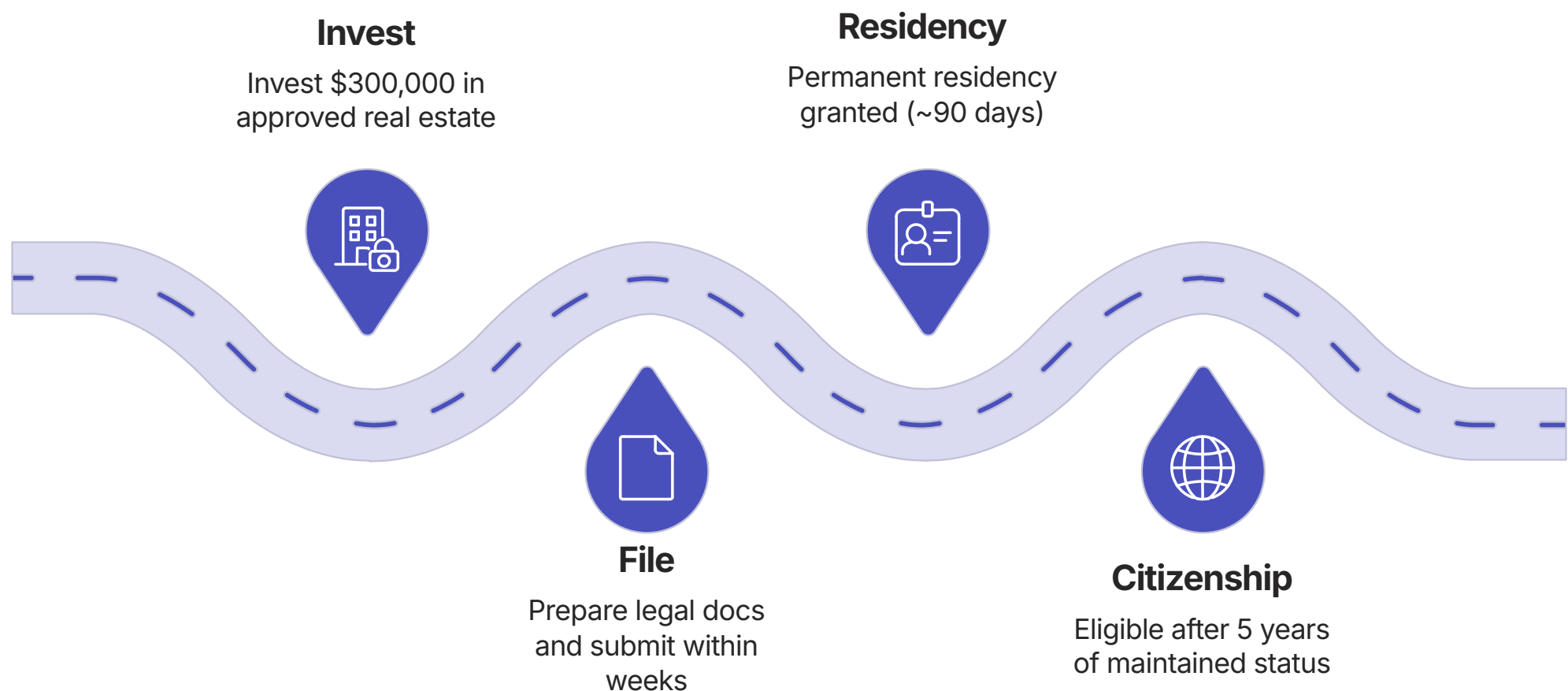


Territorial Tax System

No tax on foreign-source income or capital gains. Clean, efficient structure for international investors with global portfolios.

Program Mechanics: Simple by Design

The Panama Qualified Investor Program is built on a clean, predictable framework. The mechanics are not complicated and that simplicity is itself a competitive advantage. Investors who have navigated European golden visa programs or Caribbean citizenship schemes will immediately recognize the contrast: fewer conditions, clearer timelines, and a straightforward investment threshold.



The program requires a minimum investment of \$300,000 USD, placed into an approved real estate structure, hotel participation, branded suite, or residential unit. Upon execution of the investment and submission of supporting documentation, residency is granted. There are no language requirements, no points-based assessments, and no income thresholds beyond the investment itself. After five years of maintaining the investment and residency status in compliance with program conditions, the investor becomes eligible to apply for Panamanian citizenship.

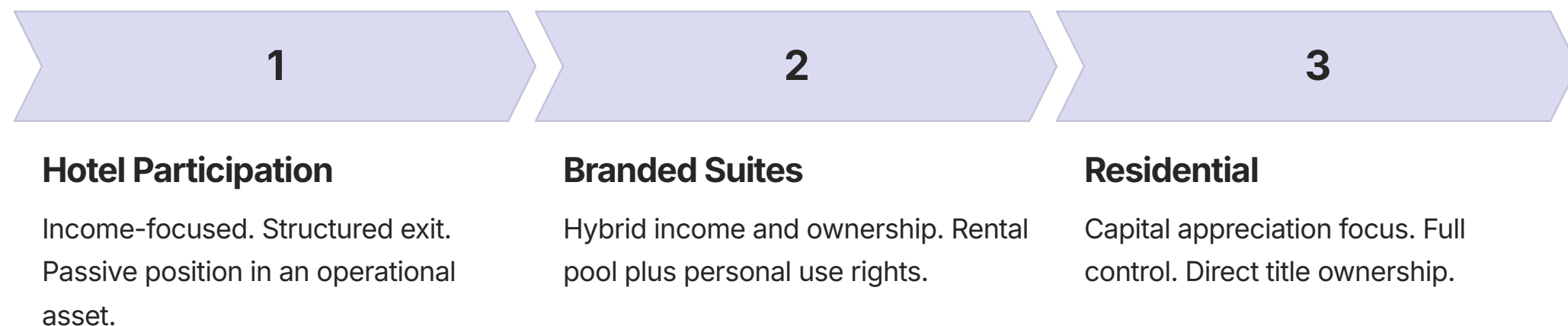
- ❑ This is one of the fastest and most structurally clean pathways to permanent residency and citizenship available globally at the \$300K investment level. The combination of speed, flexibility, and real asset structure is not replicated elsewhere.

The Investment Landscape: Multiple Structures, One Threshold

There is no single investment. There is a market with multiple asset classes, multiple operators, and multiple structures all of which qualify under the program's framework. This is not a weakness. It is one of the program's most significant strengths: investors can select the structure that best aligns with their individual objectives, risk profile, and return expectations.

The approved investment universe currently spans three primary categories: hotel participation co-ownership, branded suite ownership within five-star hotel assets, and direct residential real estate. Each category operates under a distinct financial logic. Each carries different income characteristics, ownership structures, exit mechanisms, and capital appreciation profiles. They are not equivalent options and choosing between them requires a clear view of what the investor is actually trying to achieve.

Investors who approach this program as a visa with a checkbox investment will not make this distinction. Investors who approach it as a capital deployment decision will immediately recognize why structure selection is the most important variable in the entire process — more important than the program itself, and more important than timing.



Hotel Participation: Income-Driven Co-Ownership

The hotel participation structure provides investors with co-ownership in an operational five-star hotel asset typically a property of approximately 180 rooms in a central city location. The investor holds a participation stake in the asset and receives income exposure tied to the hotel's operational performance. The position is passive by design: no management responsibility, no operational oversight, no day-to-day involvement.

Structure Summary

- Entry from ~\$300,000 USD
- Co-ownership in 5-star hotel asset
- ~180 rooms, central city location
- Passive investor position
- Operational income exposure

Key Investment Features

Structured Exit: This is not an open-ended commitment. Most hotel participation structures include a defined buyback mechanism at year five — aligned precisely with the citizenship eligibility horizon. The exit is planned, not speculative.

Lifestyle Usage: Investors typically receive a personal usage allocation, commonly approximately seven days per year within the hotel property. A minor benefit, but a real one.

Income Profile: Returns are linked to hospitality sector performance. This structure is best suited to investors whose primary objective is income generation and who value a defined exit over maximum capital appreciation potential.

- The buyback mechanism at year 5 removes the primary uncertainty that typically deters investors from hospitality participation structures. Entry, income, and exit are all pre-defined.

Branded Suites: The Hybrid Ownership Model

The branded suite structure offers individual unit ownership within a five-star hotel asset, a fundamentally different ownership position from hotel participation co-ownership. The investor holds title to a specific, identified unit, typically ranging from 50 to 85 square meters, within a branded hospitality property. This is not a fund interest or a participation stake. It is direct real estate ownership, with the income benefits of institutional hospitality management.

Entry Point

~\$300,000 to \$500,000 USD, depending on unit size, floor, and location within the property. Premium units at the upper end of the range carry correspondingly stronger income and appreciation characteristics.

Income Model

Units are placed into a managed rental pool operated by the hotel brand. Estimated gross yields of approximately 5%–6% annually. Income is distributed on a structured basis with full transparency on occupancy and rate performance.

Personal Use

Unlike hotel participation structures, branded suite ownership typically includes up to one month per year of personal occupancy rights. The investor can use the unit as a personal residence, a vacation asset, or a combination of both.

Ownership Strength

The individual title structure creates a cleaner ownership position with stronger resale characteristics, clearer financing optionality, and greater control over exit timing compared to co-ownership participation models.

Luxury Residential: Control, Capital, and Appreciation

The residential structure is the most direct and familiar investment vehicle available under the program: full-ownership residential real estate in premium Panama City locations. Two- to three-bedroom units in high-specification buildings, acquired through direct title transfer. No operational complexity, no shared management, no participation structures. The investor owns the asset outright.

This structure is designed for investors whose primary objective is capital preservation and appreciation, not income maximization. The yield profile is lower than hospitality-linked structures, but the ownership clarity, control, and long-term appreciation thesis are considerably stronger. Panama City's prime residential market has demonstrated consistent capital growth, supported by sustained foreign investment inflows, a limited supply of high-specification units in premium locations, and a stable USD-denominated pricing environment.

At a Glance

- Entry: ~\$350,000–\$700,000 USD
- 2–3 bedroom units
- Premium city locations
- Direct title ownership
- Rental yield: ~3%–5%
- Full personal use rights

Why Residential?

Full Control: The investor makes all decisions, on use, on rental, on timing of sale. There is no operator dependency, no rental pool agreement, no management company approval required for exit.

Capital Appreciation: The primary return driver in this structure is asset value growth, not income. For investors with a five-to-ten year horizon, the appreciation thesis is well-supported by Panama City's residential fundamentals.

Flexibility: Residential ownership can also serve as an actual base in Panama for those investors who wish to use the residency more actively, or who anticipate spending time in the region for business or personal reasons.

STRUCTURE COMPARISON

Choosing the Right Structure: Not All Paths Lead to the Same Outcome

All three structures qualify under the Panama Qualified Investor Program. All three deliver permanent residency upon execution. But they are not interchangeable and treating them as equivalent options is the most common and most costly mistake investors make in this program. Structure selection is an investment decision, not an administrative checkbox.

Criteria	Hotel Participation	Branded Suite	Residential
Entry Point	From ~\$300K	\$300K–\$500K	\$350K–\$700K
Ownership Type	Co-ownership stake	Individual title	Direct title
Income Yield		~5%–6%	~3%–5%
Exit Mechanism	Structured buyback	Resale + buyback	Open market resale
Personal Use	~7 days/year	Up to 1 month/year	Full control
Primary Objective	Income + exit certainty	Income + lifestyle	Capital appreciation
Investor Control	Passive	Moderate	Full

The right structure depends on your investment objectives, your liquidity timeline, and your relationship with the underlying asset. Investors focused on income and a clean exit favor hotel participation. Investors seeking a hybrid model with lifestyle utility gravitate toward branded suites. Investors prioritizing capital control and long-term appreciation choose residential. None of these are wrong. The wrong choice is allocating without clarity on which objective you are serving.

Returns: Real Assets, Market-Aligned Performance

Returns in this program are not fixed. They are not guaranteed. They are real asset performance linked to market conditions, operator quality, occupancy rates, and economic environment. That is not a disclaimer. That is the correct framing for any investor who wants to evaluate this opportunity honestly and position it accurately within a portfolio context.

Return Ranges by Structure

- Hotel Participation: ~5%–6% gross yield
- Branded Suites: ~5%–6% gross yield
- Residential: ~3%–5% rental yield
- All returns in USD — no currency adjustment
- Capital appreciation additional to income yield

Contextualizing Performance

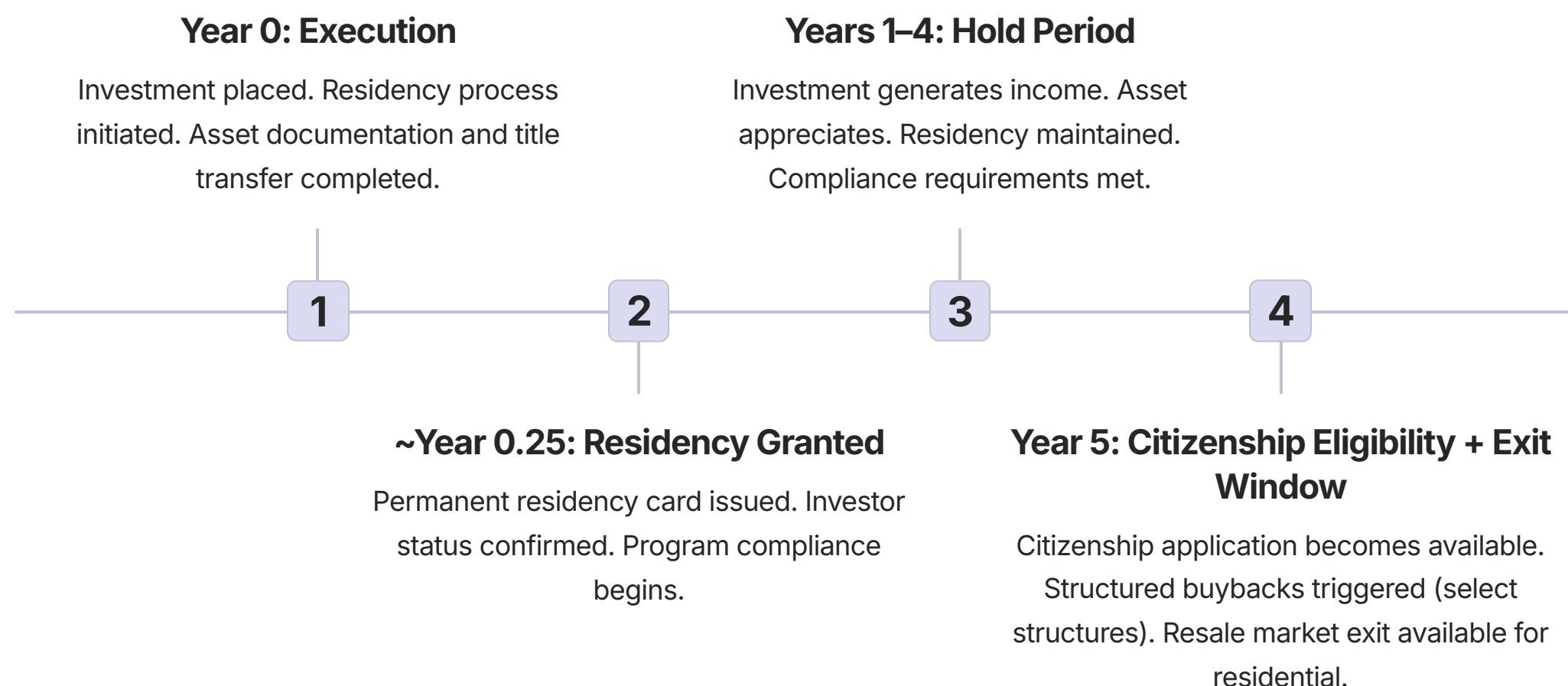
A 5%–6% gross USD yield from a title-backed hotel asset in a dollarized economy with no foreign income tax is a structurally attractive return not just within the residency-by-investment category, but within real asset investing broadly. Comparable hospitality-linked structures in European markets deliver lower yields, carry higher entry costs, and are subject to currency and tax exposure that materially reduces net returns.

For residential, the 3%–5% yield understates total return potential when capital appreciation is included. Panama City prime residential has delivered consistent appreciation over the past decade, supported by strong demand fundamentals and constrained premium supply. Investors with a five-year-plus horizon should model total return, not income yield alone.

- ❏ These are market-aligned ranges derived from comparable operational assets. They are not projections or guarantees. Actual performance will depend on the specific asset selected, operator execution, and market conditions at the time of exit.

Exit Strategy: Structured, Planned, and Horizon-Aligned

Exit is where investment programs most commonly disappoint. Investors enter with clear terms and discover at year five that the exit mechanism is either non-existent, under-developed, or entirely dependent on a thin resale market. Panama is not immune to this risk but it is significantly better positioned than most comparable programs, for reasons that are specific and structural.



Hotel participation structures with buyback mechanisms offer the cleanest exit: a pre-agreed repurchase at a defined price point, triggered at year five and aligned precisely with the citizenship eligibility horizon. The investor does not need to source a buyer, negotiate terms, or manage a resale process. The exit is contractual.

Branded suite and residential structures rely on resale market liquidity but within a market that has demonstrated consistent transaction volume in the premium segment. Investors should plan their exit strategy at the point of entry, not at year four. MFG Consultants structures the exit planning conversation as part of the initial investment selection process, not as an afterthought.

Tax and USD Advantage: A Structurally Clean Position

Panama operates a territorial tax system. Income earned outside Panama is not subject to Panamanian tax, regardless of the investor's residency status. Foreign capital gains are not taxed. Foreign dividends, interest, and investment income are not taxed. For international investors who maintain income-generating assets across multiple jurisdictions, Panama residency creates a structurally efficient position that does not require significant restructuring of existing holdings.

Territorial Taxation

Only Panama-sourced income is subject to Panamanian tax. All foreign-source income remains outside the scope of local tax authority by design and by law.

No Foreign Capital Gains Tax

Capital gains realized outside Panama from securities, real estate, business interests, or any other asset class are not taxable in Panama. The investment horizon for foreign assets is unconstrained by Panamanian tax considerations.

USD Economy, Zero Currency Risk

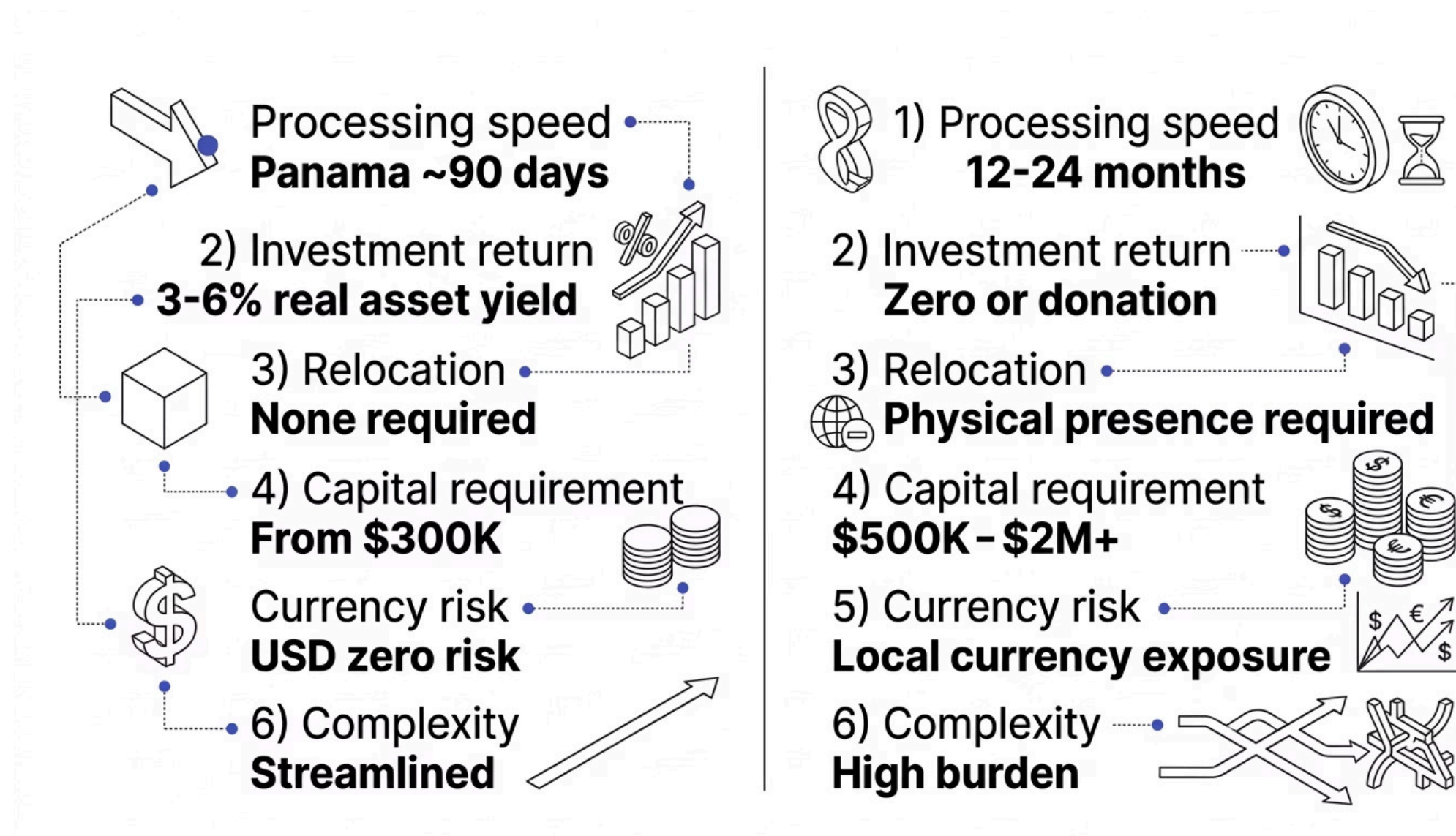
Panama's economy has been fully dollarized since 1904. There is no Panamanian currency. Every transaction investment entry, income distribution, and exit proceeds is denominated and settled in USD. Currency risk does not exist in this structure.

Clean International Structure

For investors managing wealth across jurisdictions, Panama residency adds a stable, compliant, and tax-efficient layer to an international structure without triggering adverse consequences in existing arrangements.

Why Panama Is Stronger Than the Alternatives

A direct program-by-program comparison is not productive here. What is productive is an honest assessment of the structural features that separate Panama's Qualified Investor Program from the field and an acknowledgment that the field has significant weaknesses that are rarely disclosed in program marketing materials.



The pattern across competing programs is consistent: higher capital requirements, longer timelines, physical presence obligations, no investment return, and bureaucratic complexity that extends execution timelines unpredictably. Some programs that appeared structurally sound five years ago have since been suspended, repriced, or materially altered by regulatory change. Panama's program has operated with stability and consistency, a feature that sophisticated investors value more than they typically articulate.

The combination of speed, USD base, no relocation requirement, real asset return potential, and a defined citizenship pathway, all at a \$300,000 entry point, does not exist in comparable form in any other jurisdiction currently available to international investors. That is not a marketing claim. It is a structural assessment.

RISK ASSESSMENT

Risk: Understood, Structured, and Managed

Serious investors do not need risks minimized or obscured. They need risks accurately identified, properly contextualized, and addressed with a credible management framework. The Panama Qualified Investor Program carries real risks, and acknowledging them directly is part of presenting this opportunity with the integrity it requires.

Liquidity Is Structured, Not Liquid

This is not a listed asset. It cannot be sold tomorrow. The investment is designed with a five-year horizon, and exit mechanisms, whether contractual buyback or open market resale, operate within that timeframe. Investors who require unrestricted liquidity should not allocate to this structure.

Returns Depend on Execution

Income yields in hospitality-linked structures depend on occupancy, rate management, and operator performance. A well-operated five-star asset in a central Panama City location has strong fundamentals but performance is not guaranteed. Asset and operator selection matters.

Operator Quality Is Variable

Not all projects available under the program are equal. Some are managed by institutional-grade operators with established track records. Others are not. Investors who do not distinguish between them accept unnecessary execution risk and often discover this only at the point of exit.

Program Compliance Is Ongoing

Residency and citizenship eligibility require maintained compliance throughout the hold period. Investment must remain in place. Documentation must be current. These are manageable obligations but they require structured oversight throughout the five-year window.

With proper structure selection, credible operator assessment, and professional execution oversight, these risks are understood and manageable. They are not reasons to avoid the program they are reasons to engage with it through an advisor who knows the difference between a well-structured opportunity and a poorly executed one.

Availability: Not All Opportunities Are Always Open

The Panama real estate and hospitality investment market operates on commercial terms. The best projects those with institutional-grade operators, defined buyback mechanisms, strong income histories, and premium locations are not perpetually available. They open in phases, they fill, and they close. The relationship between timing and outcome is direct: investors who move early access better unit selection, better pricing, and cleaner structural terms. Those who delay often find that the opportunity they were evaluating has closed, and what remains is a second-tier alternative.

~90

Days to Residency

From investment execution to permanent residency card , one of the fastest timelines globally.

5

Year Citizenship Window

The defined horizon to citizenship eligibility , aligned with exit and buyback mechanisms in structured products.

\$300K

Minimum Entry

USD-denominated investment threshold. No currency exposure. No ambiguity on qualification.

Current allocation availability changes. MFG Consultants maintains active visibility across the approved project landscape and provides clients with direct, current access to open opportunities , including pricing, unit availability, structural terms, and exit mechanics. This intelligence is not available through a website. It is available through a direct conversation.

- Timing matters in this market. The decision to engage now versus later is not neutral , it carries a real cost in terms of opportunity quality and structural terms available at the point of entry.

Why MFG Consultants: Structure, Not Sales

MFG Consultants is an independent investment advisory firm, based in Portugal, operating since 2012. We work exclusively with international investors and high-net-worth individuals on investment-based residency programs and cross-border capital structuring. We are not brokers. We are not program marketers. We do not operate a mass-market advisory model where volume and speed replace precision and alignment.

What We Are Not

- Not a visa agency or immigration firm
- Not a project developer or sales agent
- Not a mass-market advisory platform
- Not product-driven or commission-optimized

Our Credentials

- Member: Investment Migration Council (IMC)
- Member: Portugal-US Chamber of Commerce
- Operating since 2012
- Exclusively international HNW clients

What We Actually Do

We filter the investment landscape and present only those opportunities that meet our standards for operator quality, structural clarity, exit viability, and alignment with the investor's stated objectives. We have declined to present projects that meet program qualification criteria but do not meet our investment quality standards. That distinction defines our value.

We structure investments , not in a legal sense, but in the advisory sense. We assess which structure fits the investor's objectives, which operator has the track record to support the return thesis, and which exit mechanism is credible versus theoretical. We then coordinate execution: legal, compliance, residency application, and post-approval oversight through to final outcome.

Our role does not end at execution. We maintain the advisory relationship through the five-year hold period, supporting compliance, providing market intelligence, and preparing the citizenship application process when the investor approaches eligibility.

TAKE ACTION

Access the Full Investment Breakdown

This briefing is an introduction. It outlines the program, the structures, the returns, the risks, and the rationale. What it does not contain because it cannot be standardized is the current investment landscape: which projects are open, what terms are available, what pricing exists today, and which structures are best matched to your specific objectives and investment profile.

That information is available exclusively through direct engagement with MFG Consultants. It includes a full cost breakdown across active structures, current unit availability and pricing, structure comparison specific to your investment objectives, operator profiles and performance data, exit mechanism analysis, and an execution timeline specific to your situation. There is no generic version of this analysis because the right answer depends on who you are and what you are trying to achieve.

Current Opportunities

Full breakdown of open investment structures : pricing, availability, and structural terms as of today. Not historical. Not illustrative. Current.

Structure Comparison

Side-by-side analysis of hotel participation, branded suites, and residential mapped to your investment objectives, risk profile, and timeline.

Full Cost Breakdown

Investment amount, legal fees, government costs, ongoing compliance costs, and projected net returns with no omissions and no ambiguity.

Execution Support

End-to-end coordination from structure selection through residency approval with full transparency at every stage.

Access to current opportunities, full investment breakdown, and execution support is available through direct engagement only. The conversation is confidential, obligation-free, and structured around your objectives — not ours.

Begin the Conversation

MFG Consultants works with a selective client base by design. We do not operate at scale. We operate with precision because the quality of our work depends on the depth of our engagement with each investor we advise. If you are a serious investor evaluating Panama as a capital and residency strategy, we are the right firm to speak with.

Email

info@mfg-consultants.com

For investment inquiries, program briefings, and current opportunity access. Responses within one business day.

Website

www.mfg-consultants.com

Firm profile, program overview, and advisory approach. Detailed briefings available upon direct engagement.

Phone

+351 916 008 844

Direct line. Portugal-based. Available for scheduled calls across time zones with advance notice.

The full investment breakdown, current project availability, and structure comparison are available exclusively through direct engagement. This is not a form submission or a marketing funnel. It is a professional advisory conversation : structured around your objectives, your timeline, and your investment criteria.

Serious investors make structured decisions with complete information. We provide the information. The decision is yours.