

Asia

Realizing our potential

Anil Wadhvani, President and CEO, Manulife Asia
June 29, 2021



Agenda

- **Overview of Manulife's Asia business**
- **Strong track record of execution**
- **Our strategic focus**
 - Grow and digitize agency
 - Deepen penetration in exclusive bancassurance partnerships
 - Accelerate China and South-East Asia
- **Showcase of Hong Kong**

Key Messages

- We are the fastest growing of the **Top 3** pan-Asian life insurers
- Asia is a **primary growth engine** for Manulife
- Our key strength is the **diversified nature** of our markets, distribution channels, and products
- **Growing and digitizing agency, deepening bancassurance penetration, and accelerating China and South-East Asia** represent our biggest opportunity to grow value and earnings
- Track record of **consistent** growth on our value metrics

An aerial photograph of a city, likely Hong Kong, at sunset. The sky is a deep blue with a bright orange and yellow sun setting on the horizon, casting rays of light. The city lights are visible, reflecting on the water. A large, white, stylized smiley face graphic is overlaid on the bottom right of the image.

Overview of Manulife's *Asia business*

Manulife is a pan-Asian leader with *deep roots and a bright future*



Over
120
years in Asia

Over
13
markets¹

Over
19K
employees²

Over
12.5M
customers

Over
115K
strong agency force

Over
100
bank partners,
10 exclusive³

Note: Figures are as of December 31, 2020.

¹ Hong Kong includes Macau; India and Taiwan: Manulife Investment Management business only; Cambodia and Myanmar: Insurance business only. ² Includes 7K employees from global shared services centres.

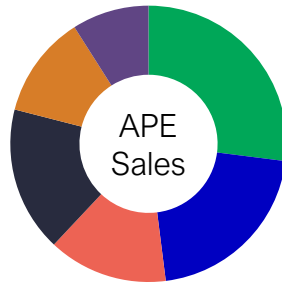
³ Exclusive bancassurance partnership with VietinBank is pending regulatory approval.

Our *diverse* geographic footprint and distribution channels generate *quality* business

Diversified

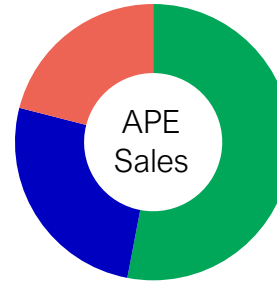
Asia Insurance geographic mix

- Hong Kong 27%
- Japan 21%
- China 14%
- Singapore 17%
- Vietnam 12%
- Other Emerging Markets 9%



Distribution mix

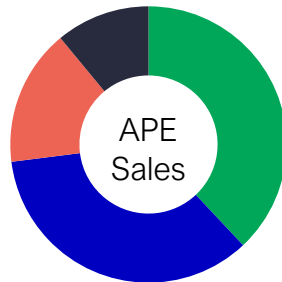
- Agency 53%
- Bancassurance 26%
- Other 21%



Quality

Product mix with focus on Health and Protection

- Par and adjustable 38%
- Health and protection 35%
- Investment-linked 16%
- Non-par savings 11%



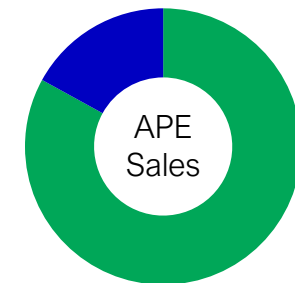
High persistency ratio¹

- Persistency ratio 93%



High regular premium mix ratio

- Regular 83%
- Single 17%



Note: Figures are for full year 2020, unless otherwise stated. APE sales is a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

¹ 13th month policy persistency.

Our *diversified* distribution, digitally enabled solutions, and *unique* asset management capabilities underpin our right to win

Right to win

- **Customer-centric, digital leader:** Simplified, digitized customer journeys supported by high-impact digital assets and strategic partnerships have delivered an improvement of >20 points in relationship net promoter score since 2017
- **Diversified distribution:** Leading professional agents stand at >115K complemented by >100 bancassurance partnerships, of which 10 are exclusive¹
- **Product and ecosystem differentiation:** A comprehensive suite of products supported by ManulifeMOVE, our differentiated behavioural ecosystem, and strategic partners including HaoDF, 111 Inc.'s online pharmacy and Dacadoo
- **Manulife Investment Management:** Unique asset management capabilities combined with our insurance distribution is key to our leading market position in pension and investment-linked product offerings
- **Execution culture:** Proven track record of growing core earnings throughout different economic cycles is supported by diverse, top-tier talent, our winning mindset, and strong execution culture

Note: Figures are as of December 31, 2020 unless otherwise stated.

¹ Exclusive bancassurance partnership with VietinBank is pending regulatory approval.

An aerial photograph of a city at sunset, with the sun low on the horizon and its rays illuminating the sky. The city lights are visible, and the water reflects the sky. A large, white, stylized smiley face graphic is overlaid on the bottom right of the image.

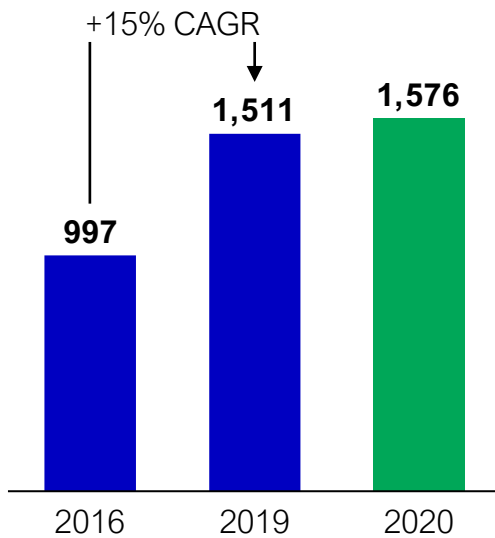
Strong track record of execution

We have a proven model to *drive growth and value* across our *diverse* markets

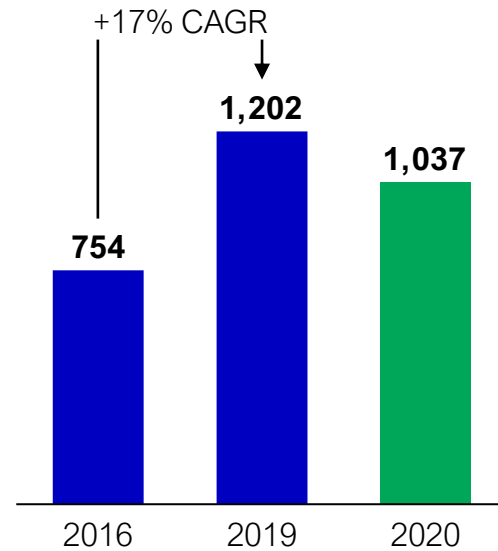


The fundamentals of our business have never been *stronger*...

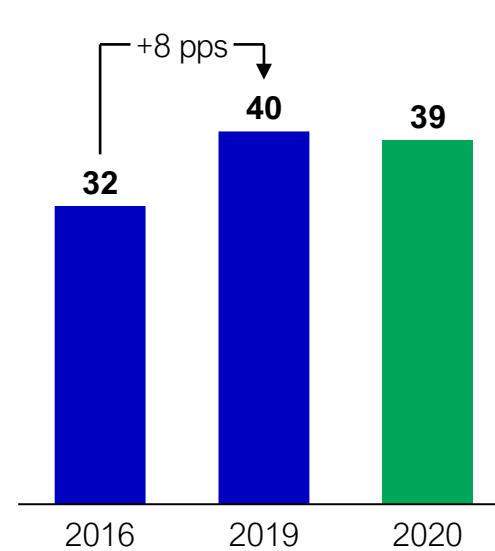
Core Earnings
(US\$ millions)



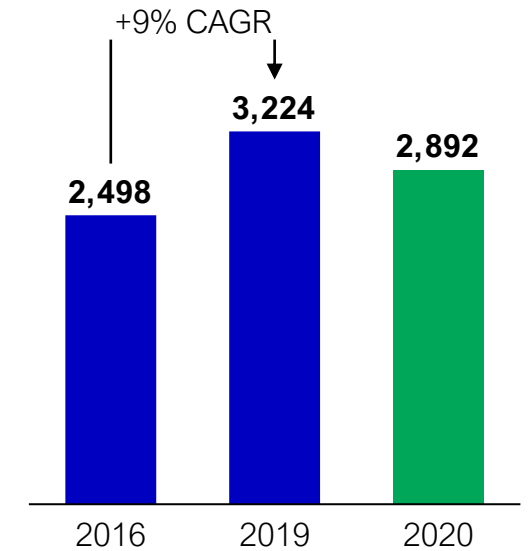
New Business Value
(US\$ millions)



NBV Margin
(%)



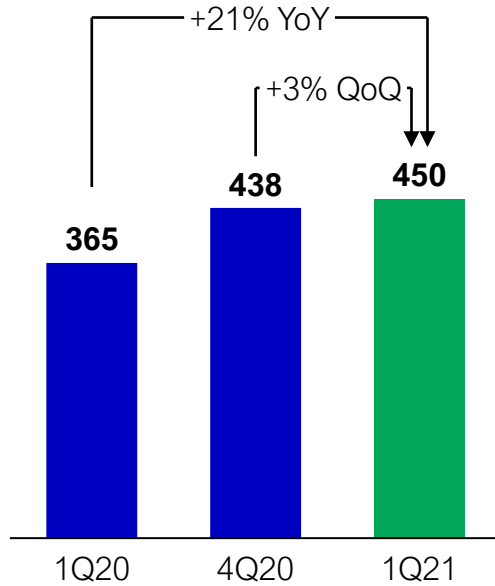
APE Sales
(US\$ millions)



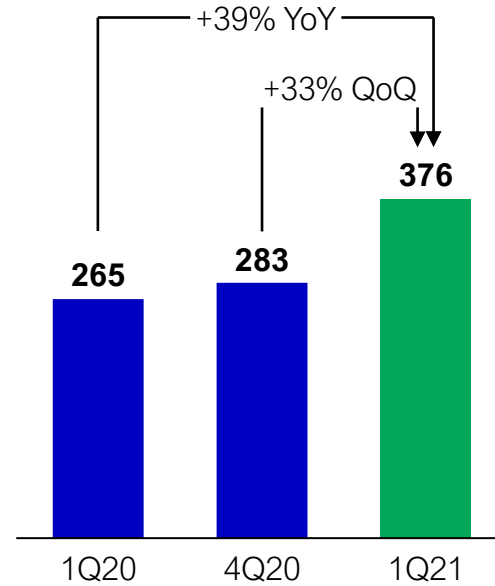
Note: Percentage changes for core earnings, new business value, and APE sales are stated on a constant exchange rate basis. Core earnings, new business value, new business value margin, APE sales, and constant exchange rate basis are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

...positioning us for growth in 2021 and beyond

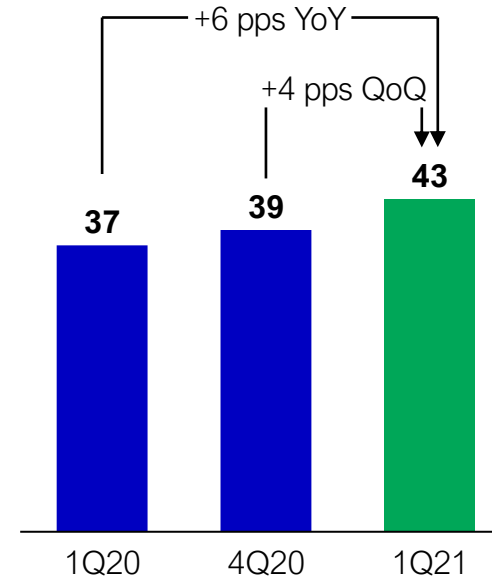
Core Earnings
(US\$ millions)



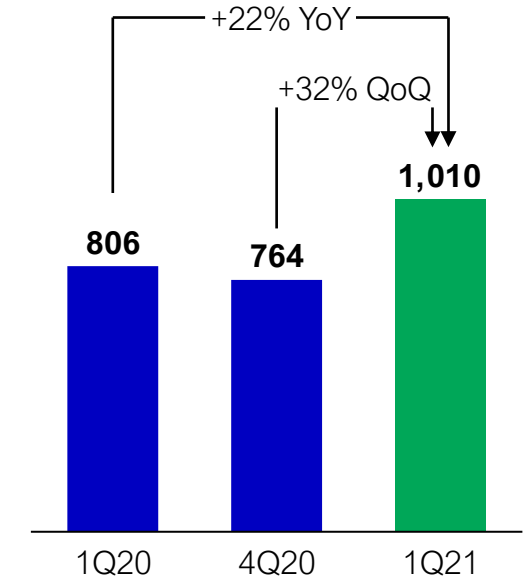
New Business Value
(US\$ millions)



NBV Margin
(%)













APE Sales
(US\$ millions)



Note: Percentage changes for core earnings, new business value, and APE sales are stated on a constant exchange rate basis. Core earnings, new business value, new business value margin, APE sales, and constant exchange rate basis are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

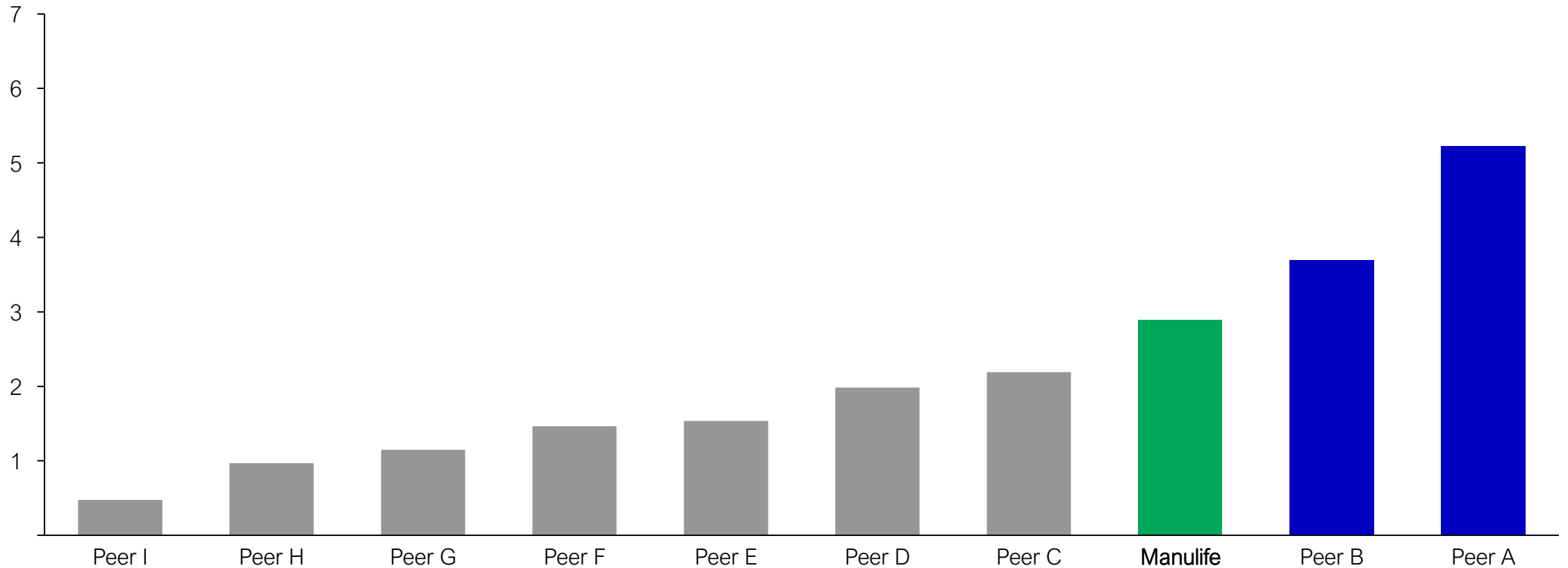
Manulife Asia emerged from 2020 in a *stronger* position, with *increased market share* in 6 markets

Total New Business Sales	Rank	YoY Market Share
 Hong Kong	#6	▲
 Hong Kong MPF ¹	#1	▲
 China ²	#2	▲
 Singapore	#3	▼
 Vietnam	#1	▲
 Cambodia	#1	▲

Total New Business Sales	Rank	YoY Market Share
 Japan	#11	▲
 Indonesia	#7	▲
 Philippines	#5	▼
 Malaysia	#8	▼

Manulife is a *leading* pan-Asian life insurer

Pan-Asian Life Insurers, 2020 New Business Sales
(US\$ billions)



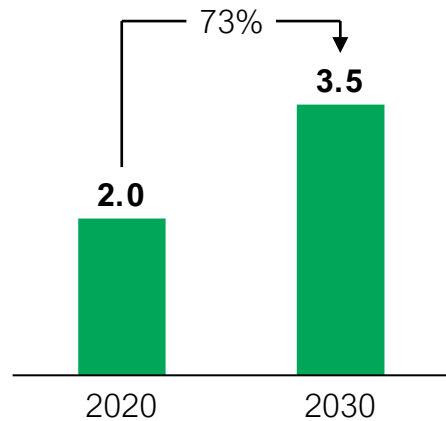
An aerial photograph of a city, likely Hong Kong, at sunset. The sun is low on the horizon, creating a bright sunburst effect with rays of light extending upwards. The city lights are visible, reflecting on the water. The sky is a mix of blue and orange. The text 'Our strategic focus' is overlaid on the bottom half of the image.

Our strategic *focus*

Trends in Asia are fueling a *significant opportunity*

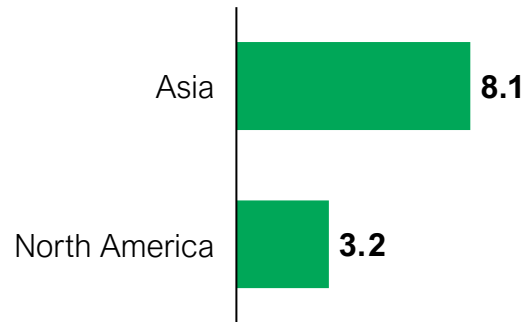
The Asia middle class is growing rapidly...

(Billions in Asia-Pacific¹ middle class)



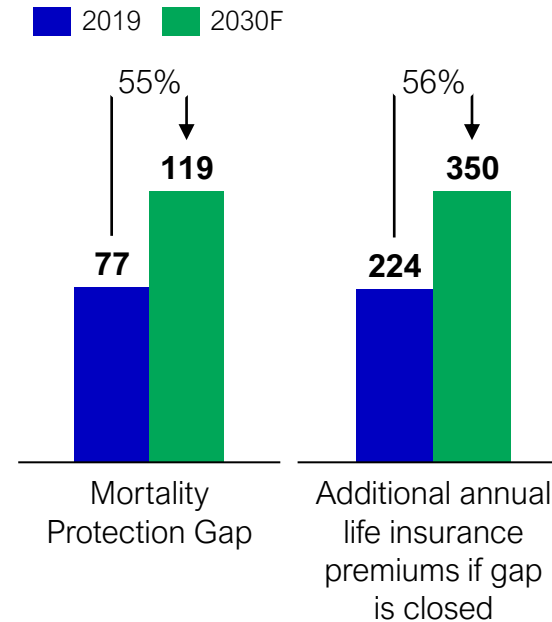
...driving high expected growth of gross written premiums

(%, 2020-2030 expected gross written premium CAGR²)



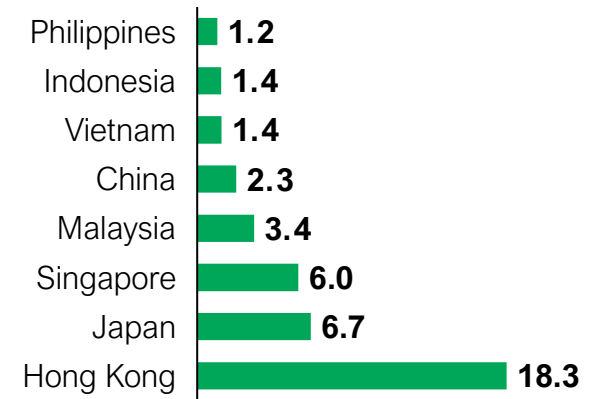
There is a growing mortality protection gap in Asia-Pacific³

(US\$ trillions) (US\$ billions)



Insurance penetration rates are very low in many of our markets⁴

(Life premiums as % of GDP, 2019)







In a scenario where insurance penetration rates increase to 3% in China, Vietnam, Indonesia and the Philippines by 2025, the estimated impact would be an incremental ~US\$1 billion in annual APE sales based on forecasted GDP growth and our current market share⁵

¹ Source: Brookings, the unprecedented expansion of the global middle class (2017). ² Source: Allianz insurance report 2020. Asia excludes Japan. ³ Source: Swiss Re Institute, Sigma 04/2020: Closing Asia's mortality protection gap (July 2020). ⁴ Source: Swiss Re Institute, World insurance: riding out the 2020 pandemic storm. ⁵ Based on 2020 APE sales levels, assuming market growth to 2025 based on GDP forecasts (Source: IMF, World Economic Outlook, April 2021), and penetration rate increasing to 3%.


Our strategy is focused and designed to *accelerate growth* in shareholder value

Value Drivers

 Grow and digitize agency	Highly productive and professional digitally-enabled agency force with a flexible agency model to adapt to local market opportunities
 Grow and maximize potential with bancassurance partners	Deepen penetration in exclusive bancassurance partners
 Accelerate China and South-East Asia	Increasing scale in the fastest growing economies in Asia
 Leverage Manulife Investment Management	Unique asset management capabilities combined with our insurance distribution is key to our leading market position in pension and investment-linked product offerings

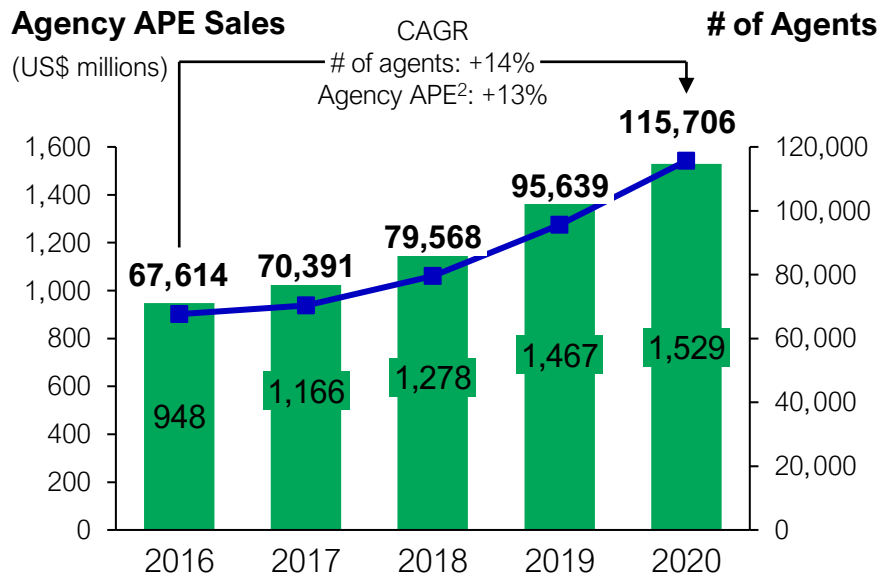
Enabled by...

 **Digital, customer leader**

 **High performing team**

High performing agency platform – *Top 3 ranking in 6 markets¹* with a significant opportunity to enhance value through industry leading training and digitization

Sustainable quality agency growth



16% NBV CAGR² (2016-2020)

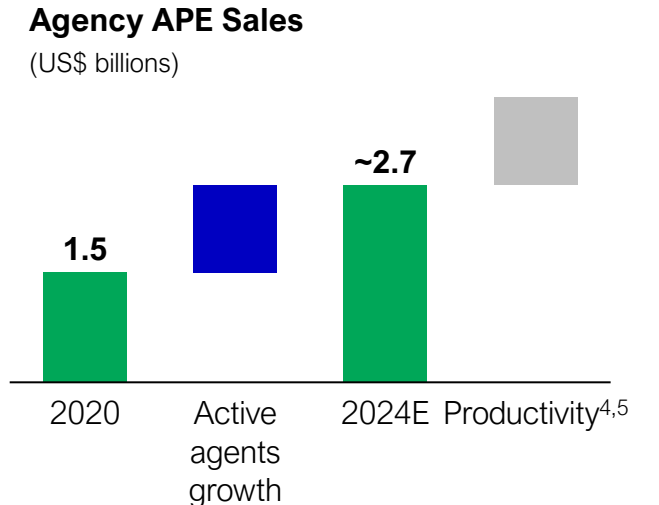
Drivers of growth

Accelerate growth in headcount and active agents enabled by:

- Training and activating agents through our newly launched industry leading Manulife Business Academy
- Increasing productivity and performance management with end-to-end digital agency journey
- Data driven insights and lead generation resulting in greater cross-sell and upsell
- Deploying the right agency model (e.g.: financial advisory model in Singapore and general agency model in Indonesia)

The opportunity³

- Aiming to increase active agents by 15% every year would result in APE sales of ~US\$2.7B by 2024 (exclusive of further productivity)



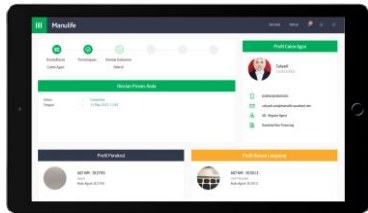
Note: Figures are as of 2020 unless otherwise stated. APE sales and new business value are Non-GAAP measures. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides.
¹ Source: Local regulators, competitors’ websites, insurance association and informal (industry exchange) market share. China ranking pertains to foreign insurers only. Ranking is based on new business sales. ² Percentage changes are stated on a constant exchange rate basis, a Non-GAAP measure. ³ See slide entitled “Caution regarding forward-looking statements” in the 2021 Investor Day Legal Slides. ⁴ The bar on productivity is not at scale. ⁵ Productivity refers to agency productivity.

Our *differentiated* digital journey provides agents with tools to understand and satisfy the full range of customer needs



Recruit

Digitally enabled recruitment process focused on building a quality agency force

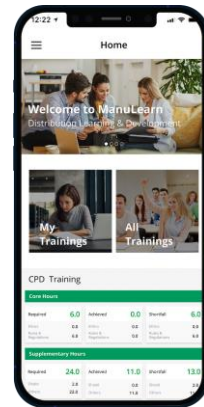


21%YoY increase in number of agents

- **Region-wide Online Selection System (LIMRA Career Choice)** with targeted recruitment of quality talent



Train



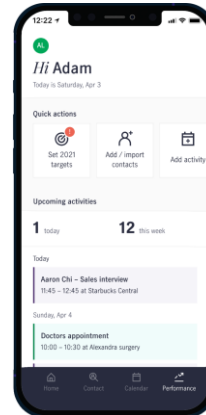
Launched Manulife Business Academy region wide

9%YoY¹ increase in new agent activity ratio

- **First 100 Days** for new agents and leaders to equip and activate new agents



Manage



End-to-end mobile based sales management tool

14%YoY² increase in APE Sales from digital leads

- **Data driven activity and leads management** enabling new customer cross-sell and upsell



Sell

Faster sales turnaround time; and improved case size productivity (e.g. 21% improvement in Vietnam⁴)



73% new business digital submission³
76% auto-underwriting

Note: Figures are as of 2020 unless otherwise stated. APE sales is a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

¹ New agent activity ratio for April 2020 YTD vs. April 2021 YTD (calculation excluded Japan Manulife Financial Advisors and based on average agency activity ratio). ² APE sales from digital leads for April 2020 YTD vs. April 2021 YTD. ³ New business digital submission as of April 2021. ⁴ ePOS case size improvement refers to ePOS cases vs. non ePOS cases in 2020.

Our exclusive bancassurance partnerships are fueling growth across markets

Exclusive bank partners

We have

>100 bank partners

of which

10 are exclusive bancassurance partners¹

Our exclusive bancassurance partners give us access to

30M customers

Bancassurance channel provided us

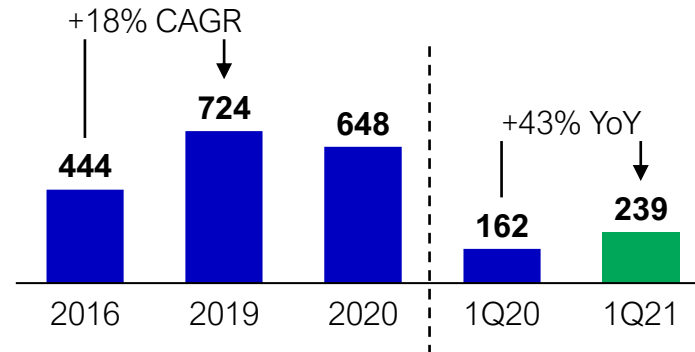
26% of our total Asia APE sales in 2020

Our growth drivers

- Increase penetration with existing partners enabled by:
 - Developing segment-specific propositions & solutions
 - Building on our strength in high net worth
 - Embedding our products within the bank’s digital ecosystem
- Continue to selectively add new partnerships

Exclusive bancassurance²

(APE Sales US\$ millions)

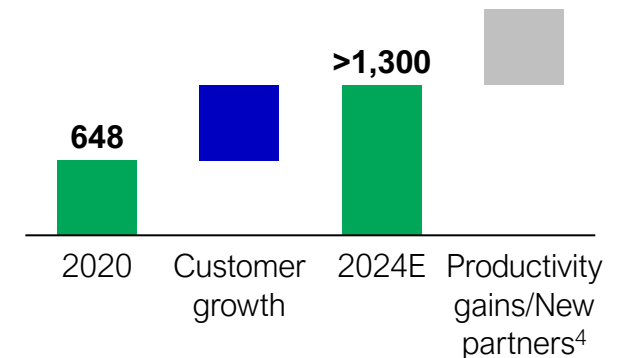


The opportunity³

- Aiming to double the number of customers within our existing exclusive bancassurance partnerships will be a key driver to improve APE sales to >US\$1.3B p.a. (exclusive of tailwinds from productivity gains and new partners)

Exclusive bancassurance

(APE Sales US\$ millions)



Note: Figures are as of 2020 unless otherwise stated. APE sales is a Non-GAAP measure. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides.

¹ Exclusive bancassurance partnership with VietinBank is pending regulatory approval. ² Percentage changes are stated on a constant exchange rate basis, a Non-GAAP measure. ³ See slide entitled “Caution regarding forward-looking statements” in the 2021 Investor Day Legal Slides. ⁴ The bar on productivity gains/new partners is not at scale.

China: High quality health and retirement business in the largest market in Asia



Market priorities

- Accelerate growth in premium agency distribution
 - Drive quality recruitment, enhance productivity and digitalization
 - Build scale in high-priority branches by replicating large-city success
- Capitalize on the health and retirement opportunity
 - Build differentiated health and retirement ecosystem with innovative products and value-added services
- Expand bancassurance partnerships with high net worth focus
- Continue to enhance digital capabilities to further improve operational efficiency and customer experience
- Drive greater synergies among life, health, and asset management in manufacturing and distributing products

Market presence and opportunity

52
cities

presence across 15 provinces¹

2.3%

life insurance penetration²

Health eco-system

28%
CAGR

2016 – 2020 health & protection NBV⁴

>30

ecosystem partners (including HaoDF, 111 Inc.'s online pharmacy)

Agency

18K
agents

with market leading productivity

#2

ranking in agency APE sales among foreign insurers³

Digital and customers

100%

new business electronic submission

+46

Top quartile NPS, up 27 points in 2020 vs. 2016

Note: Figures are as of 2020 unless otherwise stated. ¹ Across 15 provinces including 4 direct municipalities. Includes Shaanxi province for which we have received regulatory approval to begin preparation to establish a new branch. ² Source: Swiss Re Institute, sigma 4/2020: World insurance: riding out the 2020 pandemic storm. ³ Source: National Insurance Industry Communication Club. Ranking is based on agency new business sales (foreign insurers only). ⁴ Percentage changes are stated on a constant exchange rate basis, a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

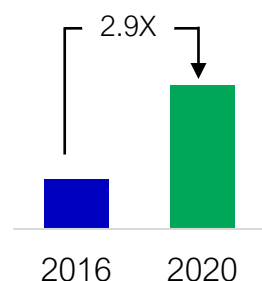
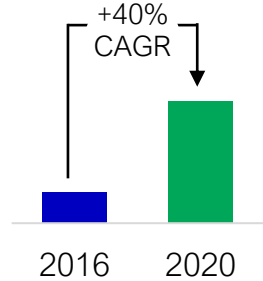
Strong agency foundation with significant growth potential

Successful branch operations...

Shanghai

APE Sales (US\$ millions)

of agents

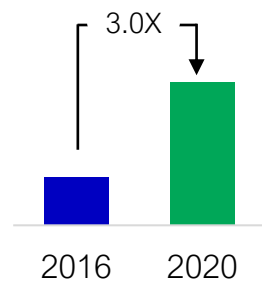
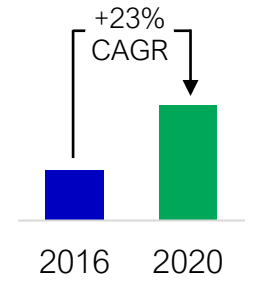


- GDP: ~US\$ 600B
- Population: ~25M
- New business sales ranking^{1,3}: **#4**
- APE sales 2016-2020 CAGR: 40% vs. market 15%³

Chengdu

APE Sales (US\$ millions)

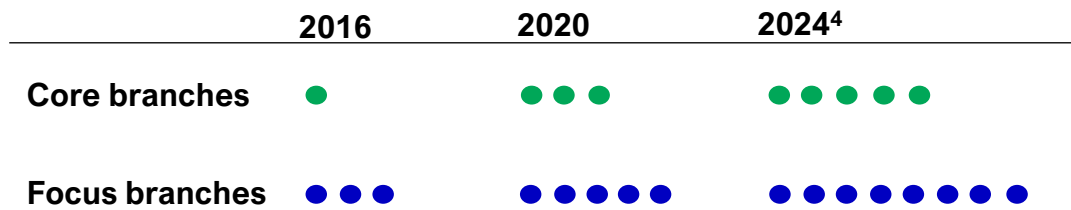
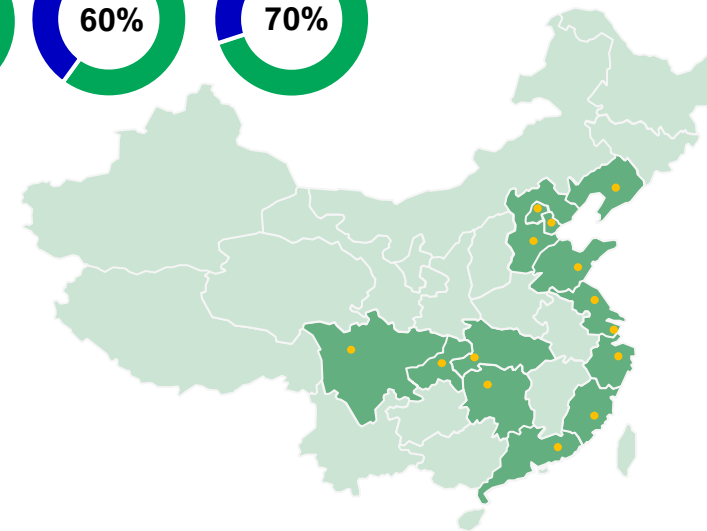
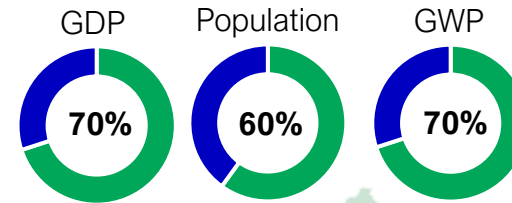
of agents



- GDP: ~US\$ 270B
- Population: ~16M
- New business sales Ranking^{2,3}: **#1**
- APE sales 2016-2020 CAGR: 23% vs. market +1%³

...will be replicated for scaled growth

Manulife has access to



Note: Figures are as of 2020 unless otherwise stated. APE sales is a Non-GAAP measure. Percentage changes are stated on a constant exchange rate basis, a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

¹ Ranking is based on agency new business sales amongst all insurers in 2020. ² Ranking is based on agency new business sales amongst foreign insurers in 2020. ³ Source: The Insurance Association of China. ⁴ See slide entitled "Caution regarding forward-looking statements" in the 2021 Investor Day Legal Slides.

Vietnam: #1 player¹ in the fastest growing economy in Asia. Best-in-class distribution driving exponential growth



Market priorities

- Further expand and professionalize our #1 best-in-class agency force¹:
 - Full time agency roadmap and digitization
- Maximize our exclusive bancassurance partnership opportunities:
 - Deepen customer penetration of existing bancassurance partnerships (Saigon Commercial Bank and Techcombank)
 - Operationalize and accelerate new partnership (VietinBank)
- Deliver a seamlessly connected customer journey utilizing digital capabilities across search & buy, manage & review and claims experiences
- Increase health & protection mix via a differentiated health & wellness value proposition and platform

Market position¹ and opportunity

20%

market share

- #1 ranking in overall
- #1 ranking in agency
- #2 ranking in bancassurance

1.4%

life insurance penetration rate²

Bancassurance

45%

CAGR

2016-2020 bancassurance APE sales³

Partnered with top tier banks in the country⁴:



Note: Figures are as of 2020 unless otherwise stated.

¹ Source: Informal (industry exchange) market share. Ranking is based on new business sales. ² Source: Swiss Re Institute, sigma 4/2020: World insurance: riding out the 2020 pandemic storm. ³ Percentage changes are stated on a constant exchange rate basis, a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides. ⁴ Exclusive bancassurance partnership with VietinBank is pending regulatory approval. See slide entitled "Caution regarding forward-looking statements" in the 2021 Investor Day Legal Slides.

Agency

32%

CAGR

2016-2020 Agency APE sales³

54K

agents

The most productive agency force

Products

8.6x

NBV

health and protection mix vs. 2016

15.8

pps

2016-2020 NBV margin improvement



Showcase of *Hong Kong*

Hong Kong: *Leading agency insurance player, our most profitable market in Asia*



Market priorities

- Expand our agency platform by continuing to build scale and productivity of our agency force
- Deepen bancassurance penetration and grow our HNW customer base
- Accelerate health and retirement business:
 - Establish leadership position in the health market through product innovation and best-in-class claims experience
 - Reinforce MPF³ leadership through new acquisition and tap into consolidation opportunities
- Capitalize on the GBA⁵ opportunity to strengthen our position in the market

Market position and opportunity

>1/3 of adult population are our customers

Low life insurance penetration in Greater Bay Area (GBA) cities

Agency

#1 ranking in agency new business growth among major insurers¹

>10K agents

- #3 ranking in agency headcount²
- headcount grew ahead of market

HK MPF

#1 ranking in MPF³ in terms of net cash flows and AUM

Products

#1 ranking in Investment-Linked Assurance Scheme (ILAS)¹

Customer

#1 Customer satisfaction and brand advocacy for 3 consecutive years⁴

60% of NBV⁶ is health and protection

Note: Figures are as of December 31, 2020 unless otherwise stated.
¹ Source: HK Insurance Authority 4Q20 statistics. Ranking is based on new business sales. ² Source: Pi Financial Services Intelligence Dec 2020. ³ Mandatory Provident Fund. Source: Mercer MPF Market Share Report as at 4Q20, MPF market share is measured by share of assets under management and estimated net cash flows by scheme sponsor. ⁴ Source: YouGov Brand Tracking, YouGov BrandIndex 2018-2020 (insurance sector). ⁵ Greater Bay Area. ⁶ This figure is as of 2020.

Key Messages

- We are the fastest growing of the **Top 3** pan-Asian life insurers
- Asia is a **primary growth engine** for Manulife
- Our key strength is the **diversified nature** of our markets, distribution channels, and products
- **Growing and digitizing agency, deepening bancassurance penetration, and accelerating China and South-East Asia** represent our biggest opportunity to grow value and earnings
- Track record of **consistent** growth on our value metrics

An aerial photograph of a city, likely Hong Kong, at sunset. The sun is low on the horizon, casting a golden glow over the city and reflecting on the water. The sky is a mix of blue and orange. The city is densely packed with buildings, many of which are lit up. The water is dark, and there are several boats visible. The overall scene is a vibrant and dynamic representation of a major financial hub.

Appendix: *Market* information

Singapore: #1 in bancassurance, #2 in financial advisory channels in Asia's premier financial hub



Market priorities

- Continue to capitalize on our successful DBS partnership:
 - Deepen customer penetration
 - Harness the combined digital capabilities of Manulife and the world's best bank³
- Accelerate growth in financial advisory channel via strategic partnerships and investments
- Broaden our individual retirement product suite to capture additional share of the underserved market
- Continue to build on market leadership in HNW proposition

Market opportunity

US\$

65K

GDP per capita, highest in Asia¹

46%

forecast growth in HNW population by 2025 in Asia, driven by South-East Asia²

Digital

4X

2020 digital APE sales vs. 2019; 6 direct to customer products available through DBS digital platform

75%

new business digital submission (up from 68% in 2019)

Distribution

#1

ranking in bancassurance



#2

ranking in financial advisory channel

Products and Customers

#1

- ranking in
- Regular premium investment-linked product
 - Retirement

68%

growth in the number of customers since 2016

Note: Figures are as of 2020 unless otherwise stated. Ranking is based on new business sales.
¹ Source: World Bank. ² Source: KnightFrank, The Wealth Report 2021. ³ Source: Global Finance.

Japan: *In-force* and *expense* management focus driving earnings and cash generation



Market priorities

- In-force book optimization:
 - Focus on persistency management and optimize investment return
- Continue strategic expense management:
 - Drive automation and self-service digital solutions
 - Optimize our real estate footprint
 - Promote agile ways of working to deliver greater process efficiency
- Diversify product mix:
 - Wealth and retirement planning solutions to individuals
 - Diverse offerings to SMEs

In-force Management

95%

persistency ratio¹. Strong focus on in-force management driving earnings growth

1.4x

renewal premiums vs. 2016

Expense Management

3.6 pps

improvement in expense efficiency ratio in 2H20 vs. 1H20

-9%

total general expenses vs. 2019

Distribution

70%

increase in independent agency relationships since 2016

235

Manulife financial advisors (launched in 2019)

Digital

88%

tied agency ePOS adoption rate (up from 68% in 2019)²

100%

digital claims payment

Note: Figures are as of 2020 unless otherwise stated.
¹ 13th month policy persistency. ² Calculated based on month of December 2020.

Market performance by geographies

 Hong Kong (US\$ millions)	2016	2019	2020	CAGR (2016-2019)
Core earnings	442	739	813	19%
NBV	278	536	463	24%
NBV margin	56.2%	62.5%	59.9%	N/A
APE sales	496	859	773	20%

 Singapore (US\$ millions)	2016	2019	2020	CAGR (2016-2019)
Core earnings	65	114	110	20%
NBV	85	134	145	16%
NBV margin	22.9%	22.9%	28.7%	N/A
APE sales	374	585	506	16%

 Japan (US\$ millions)	2016	2019	2020	CAGR (2016-2019)
Core earnings	371	368	310	0%
NBV	260	259	131	0%
NBV margin	25.5%	31.0%	21.9%	N/A
APE sales	1,019	835	600	-6%

 Vietnam (US\$ millions)	2016	2019	2020	CAGR (2016-2019)
Core earnings	38	158	233	62%
NBV	28	98	144	53%
NBV margin	25.3%	36.2%	41.1%	N/A
APE sales	111	272	350	36%

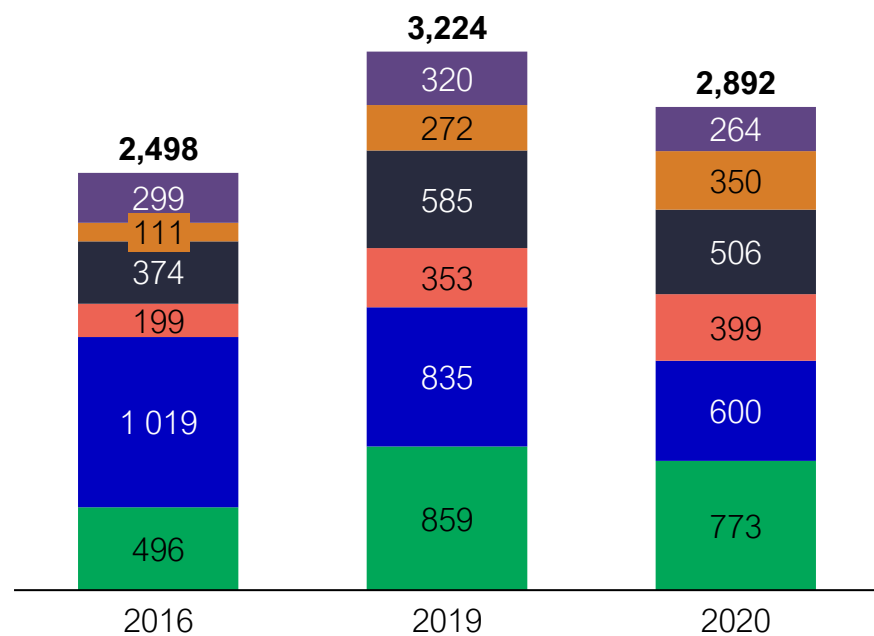
 China (US\$ millions)	2016	2019	2020	CAGR (2016-2019)
Core earnings	72	147	139	28%
NBV	51	105	100	29%
NBV margin	50.1%	58.1%	49.1%	N/A
APE sales	199	353	399	22%

Note: Core earnings, new business value, new business value margin, and APE sales are Non-GAAP measures. Core earnings and new business value are calculated after non-controlling interests. Both new business value and APE sales used in the new business value margin calculation are after non-controlling interests. Percentage changes are stated on a constant exchange rate basis, a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

Growing across *geographies* and *distribution channels*

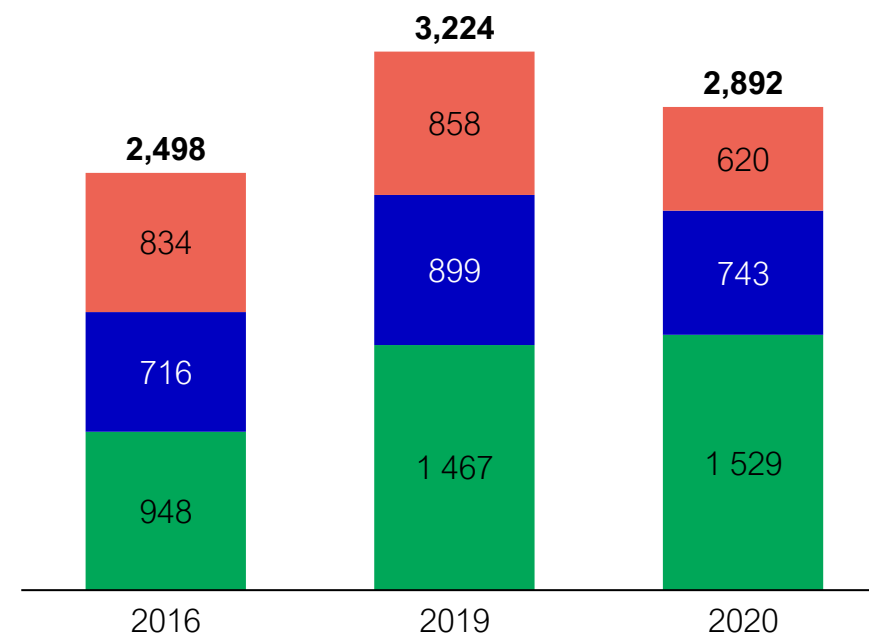
APE Sales by Geographies

(US\$ millions)



APE Sales by Distribution Channels

(US\$ millions)





Manulife