

# Singapore

Investor Day 2024

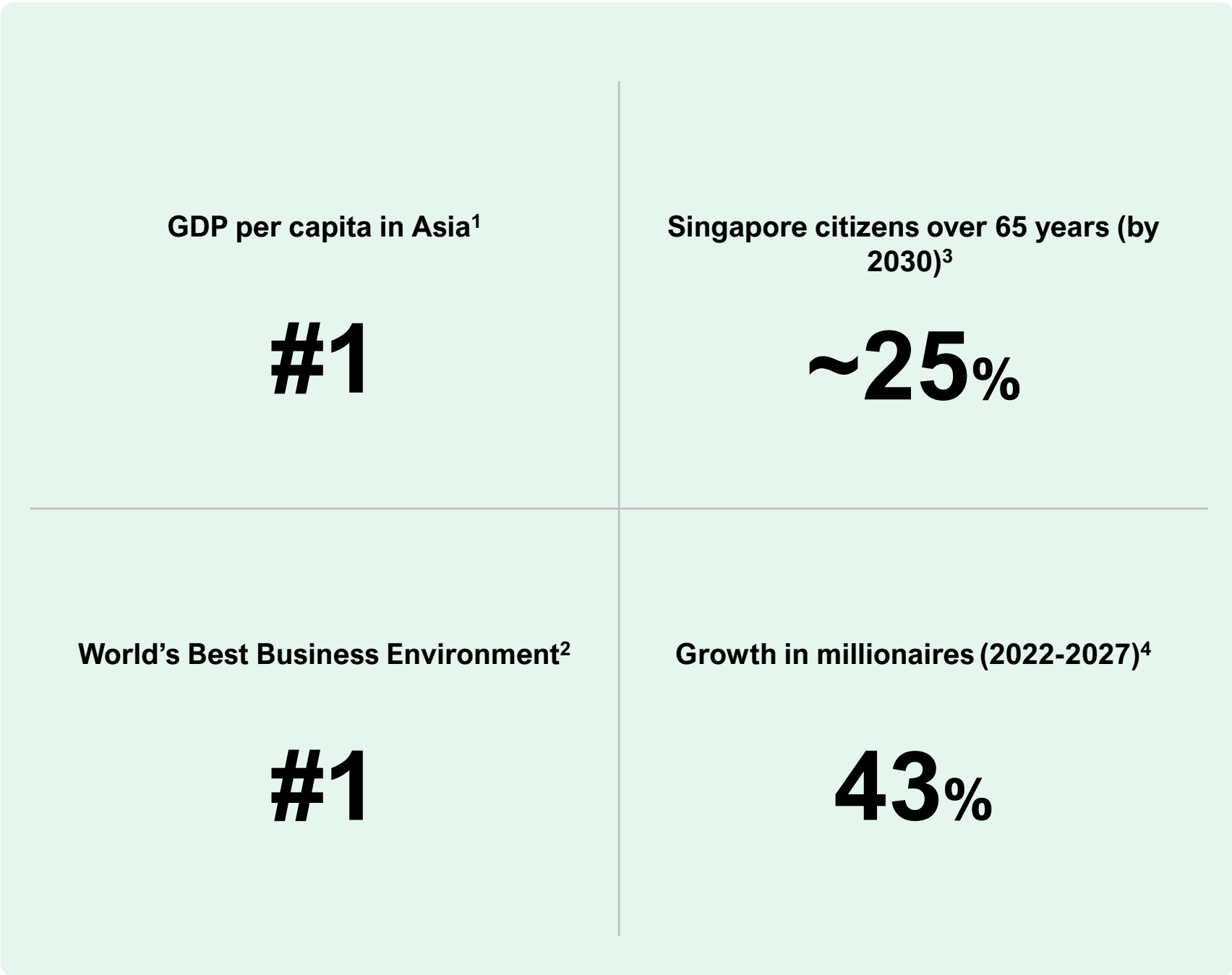
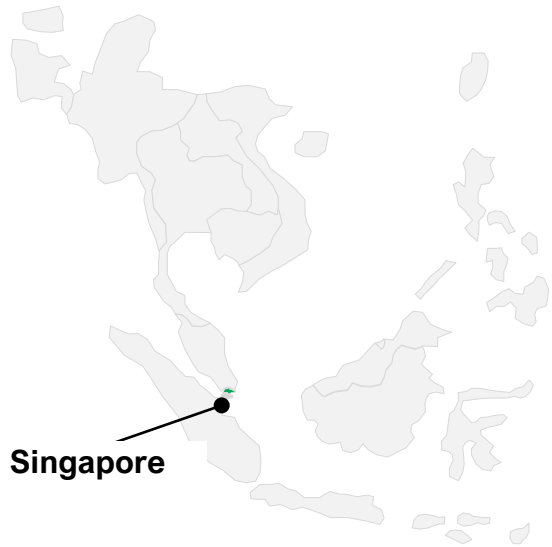
Kah Siang Khoo  
CEO, Singapore  
June 25, 2024

## Top takeaways

- Track record of consistent growth on value metrics
- Outpacing industry growth and building scale
- Established extensive distribution to increase our customer reach
- Leading innovative propositions to win in key market segments
- Leveraging our scale and global capabilities to capture emerging opportunities in one of Asia's leading financial centers



**Manulife Singapore,**  
**well positioned to**  
*capture the emerging*  
*opportunities*



**We have a clear  
*right to win***

- Trusted global brand with deep local roots
- Established extensive distribution capabilities
- Comprehensive propositions addressing customer needs

**>125 years**

trusted brand



exclusive partnership

**~2K**

# of advisors<sup>1</sup>

**~US\$27B**

assets under management<sup>2</sup>

**120%**

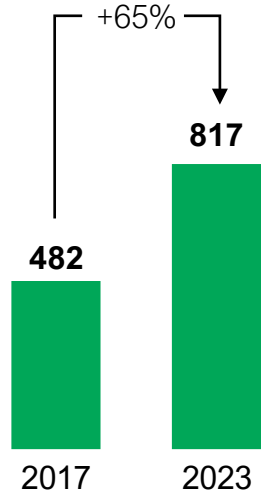
(2017-2023)  
core earnings growth<sup>3</sup>

**72%**

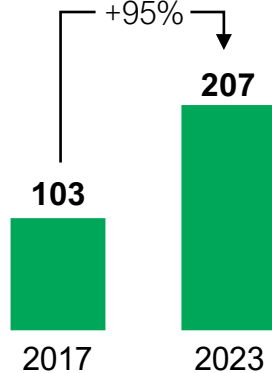
(2017-2023)  
customer growth

# *Proven track record* of executing and delivering strong results

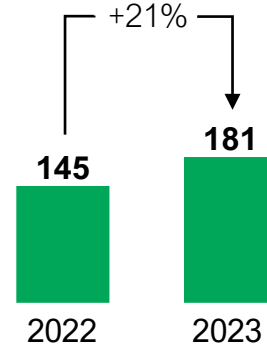
**APE sales<sup>1</sup>**  
(US\$ millions)



**New business value<sup>1</sup>**  
(US\$ millions)



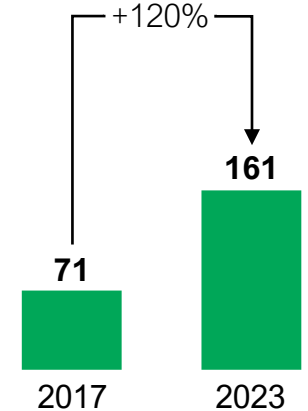
**New business CSM<sup>2</sup>**  
(US\$ millions)



**CSM<sup>2</sup>**



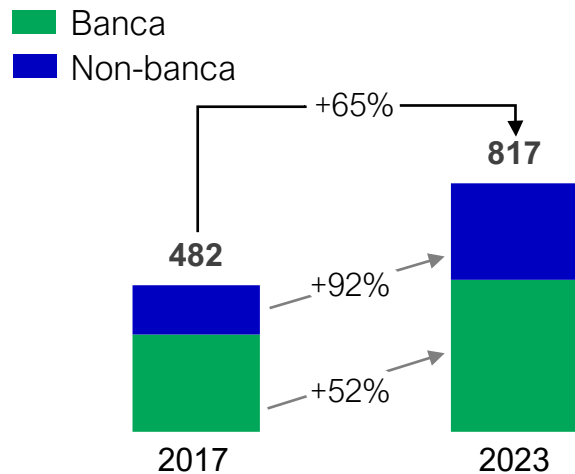
**Core earnings<sup>2</sup>**  
(US\$ millions)



# Successful transformation of our business to meet evolving customer needs

## Building scale by providing holistic solutions to meet customer needs

### APE sales<sup>1,2</sup>



- Strong growth across channels, establishing extensive distribution capabilities
- Leveraging global HNW<sup>3</sup> and WAM<sup>3</sup> capabilities to pioneer comprehensive propositions

## Delivering seamless customer and distributor experience

### Straight-through-processing

**88%**  
(2023)

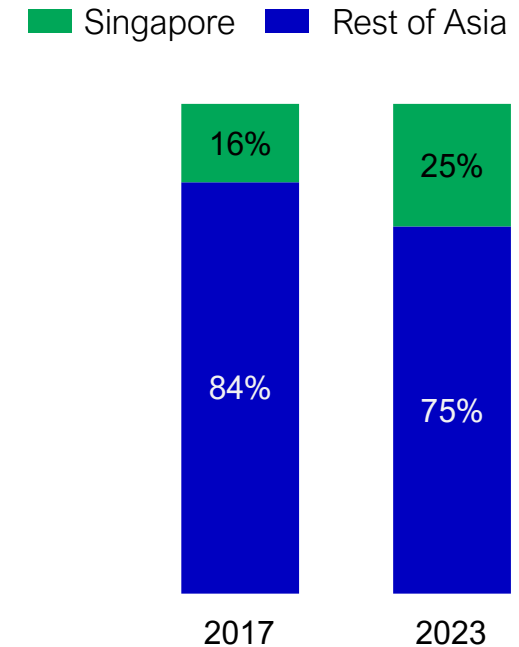
### Digital submission new business

**91%**  
(2023)

- Simplified processes and journeys to improve customer and distributor experience
- Modernized back-office utilizing new and resilient tech capabilities

## Establishing Singapore as a key contributor to Asia's growth story

### APE sales<sup>4</sup>



## Looking ahead: Continue to be a material contributor to Asia's growth story...

### **Accelerate growth**

Scale partnerships and grow advisory capabilities

### **Holistic solutions**

Continue to meet evolving customer needs through comprehensive propositions

### **Digital, customer leader**

Digitize to deliver best-in-class customer and distributor experience

## ...by delivering *high quality, sustainable growth*

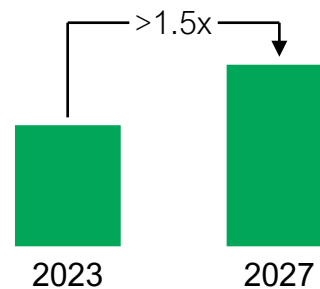
### Banca

**>50%**

digitally originated retail sales

- Scale further by embedding in partners' ecosystems and customers' lifetime journey
- Co-create leading, segment-specific propositions to serve a wide range of customer needs from mass to ultra-HNW

### MDRT qualifiers



- Employ technology, such as Gen AI, to enable advisors to pre-empt and meet evolving customer needs
- Scale the number of quality advisors through premier programs, such as Manulife Pro, to attract and cultivate top-tier talent

### Digital, customer leader

**>90%**

Straight-through-processing (by 2025)

- Continue to automate and digitize processes, modernize infrastructure and applications to deliver frictionless engagement
- Leverage the use of data, analytics and AI, to enhance customer and distributor experience



## Summary

- Track record of consistent growth on value metrics
- Outpacing industry growth and building scale
- Established extensive distribution to increase our customer reach
- Leading innovative propositions to win in key market segments
- Leveraging our scale and global capabilities to capture emerging opportunities in one of Asia's leading financial centers



**Manulife**

*Raising the Bar*



## Appendix

- Footnotes
- Caution regarding forward-looking statements
- Non-GAAP and other financial measures

# Footnotes

Slide	Footnote
3	<p><sup>1</sup> Source: IMF World Economic Outlook, based on GDP per capital current prices.</p> <p><sup>2</sup> Source: Economist Intelligence Unit.</p> <p><sup>3</sup> Ministry of Health; Singapore Citizens aged &gt;65 by 2030.</p> <p><sup>4</sup> Knight Frank 2023 wealth report. The Knight Frank Wealth Sizing Model, HNWI Populations (US\$1M+).</p>
4	<p><sup>1</sup> FY23; For Manulife Advisory Group and Manulife Financial Advisors.</p> <p><sup>2</sup> Singapore AUM is a non-GAAP financial measure (2023 total invested assets and segregated fund net assets are C\$417 billion and C\$378 billion, respectively). For more information, see "Non-GAAP and Other Financial Measures" below.</p> <p><sup>3</sup> Percentage change in core earnings stated on a constant exchange rate basis is a non-GAAP ratio.</p>
5	<p><sup>1</sup> Percentage changes in annualized premium equivalent ("APE") sales and new business value ("NBV") are stated on a constant exchange rate basis.</p> <p><sup>2</sup> Percentage changes in new business CSM, CSM and core earnings stated on a constant exchange rate basis are non-GAAP ratios. Core earnings is a non-GAAP financial measure (2017 and 2023 Asia net income (loss) attributed to shareholders are US\$1,410 million and US\$995 million, respectively). For more information, see "Non-GAAP and Other Financial Measures" below.</p>
6	<p><sup>1</sup> Percentage change in APE sales is stated on a constant exchange rate basis.</p> <p><sup>2</sup> Non-Banca sales is including Financial Advisors and Tied Agents. Percentage changes are stated on a constant exchange rate basis (4Q23 rate).</p> <p><sup>3</sup> High Net Worth ("HNW") and Wealth and Asset Management ("WAM").</p> <p><sup>4</sup> 2017 Asia total includes International HNW ("IHNW") for comparative purpose. IHNW was reclassified from the U.S. segment to the Asia segment on January 1, 2023.</p>

## Caution regarding forward-looking statements

From time to time, Manulife makes written and/or oral forward-looking statements, including in this presentation. In addition, our representatives may make forward-looking statements orally to analysts, investors, the media and others. All such statements are made pursuant to the “safe harbour” provisions of Canadian provincial securities laws and the U.S. Private Securities Litigation Reform Act of 1995.

The forward-looking statements in this presentation include, but are not limited to, statements with respect to the Company’s strategic priorities and targets; and also relate to, among other things, our objectives, goals, strategies, intentions, plans, beliefs, expectations and estimates, and can generally be identified by the use of words such as “will”, “expect”, “estimate”, “believe”, “plan”, “objective”, “continue”, and “goal”, (or the negative thereof) and words and expressions of similar import, and include statements concerning possible or assumed future results. Although we believe that the expectations reflected in such forward-looking statements are reasonable, such statements involve risks and uncertainties, and undue reliance should not be placed on such statements and they should not be interpreted as confirming market or analysts’ expectations in any way.

Certain material factors or assumptions are applied in making forward-looking statements and actual results may differ materially from those expressed or implied in such statements. Important factors that could cause actual results to differ materially from expectations include but are not limited to: general business and economic conditions (including but not limited to the performance, volatility and correlation of equity markets, interest rates, credit and swap spreads, currency rates, investment losses and defaults, market liquidity and creditworthiness of guarantors, reinsurers and counterparties); the severity, duration and spread of the COVID-19 outbreak, as well as actions that may be taken by governmental authorities to contain COVID-19 or to treat its impact; changes in laws and regulations; changes in accounting standards applicable in any of the territories in which we operate; changes in regulatory capital requirements applicable in any of the territories in which we operate; our ability to execute strategic plans and changes to strategic plans; downgrades in our financial strength or credit ratings; our ability to maintain our reputation; impairments of goodwill or intangible assets or the establishment of provisions against future tax assets; the accuracy of estimates relating to morbidity, mortality and policyholder behaviour; the accuracy of other estimates used in applying accounting policies, actuarial methods and embedded value methods; our ability to implement effective hedging strategies and unforeseen consequences arising from such strategies; our ability to source appropriate assets to back our long-dated liabilities; level of competition and consolidation; our ability to market and distribute products through current and future distribution channels; unforeseen liabilities or asset impairments arising from acquisitions and dispositions of businesses; the realization of losses arising from the sale of investments classified as available-for-sale; our liquidity, including the availability of financing to satisfy existing financial liabilities on expected maturity dates when required; obligations to pledge additional collateral; the availability of letters of credit to provide capital management flexibility; accuracy of information received from counterparties and the ability of

counterparties to meet their obligations; the availability, affordability and adequacy of reinsurance; legal and regulatory proceedings, including tax audits, tax litigation or similar proceedings; our ability to adapt products and services to the changing market; our ability to attract and retain key executives, employees and agents; the appropriate use and interpretation of complex models or deficiencies in models used; political, legal, operational and other risks associated with our non-North American operations; acquisitions or divestitures, and our ability to complete transactions; environmental concerns; our ability to protect our intellectual property and exposure to claims of infringement; and our inability to withdraw cash from subsidiaries.

Additional information about material risk factors that could cause actual results to differ materially from expectations and about material factors or assumptions applied in making forward-looking statements may be found in our 2023 Management’s Discussion and Analysis under “Risk Factors and Risk Management” and “Critical Actuarial and Accounting Policies” and in the “Risk Management” note to the Consolidated Financial Statements for the year ended December 31, 2023 as well as elsewhere in our filings with Canadian and U.S. securities regulators. The forward-looking statements in this presentation are, unless otherwise indicated, stated as of the date hereof and are presented for the purpose of assisting investors and others in understanding our financial position and results of operations, our future operations, as well as our objectives and strategic priorities, and may not be appropriate for other purposes. We do not undertake to update any forward-looking statements, except as required by law.

# Non-GAAP and other financial measures

Manulife prepares its Consolidated Financial Statements in accordance with International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standards Board. We use a number of non-GAAP and other financial measures to evaluate overall performance and to assess each of our businesses. This section includes information required by National Instrument 52-112 – Non-GAAP and Other Financial Measures Disclosure in respect of “specified financial measures” (as defined therein).

**Non-GAAP financial measures** include core earnings (loss); and assets under management (“AUM”).

**Non-GAAP ratios** include the percentage growth/decline on a constant exchange rate (“CER”) basis in any of the above non-GAAP financial measures, new business contractual service margin (“CSM”) and CSM.

**Other specified financial measures** include new business value (“NBV”); annualized premium equivalent (“APE”) sales; any of the foregoing specified financial measures stated on a CER basis; and percentage growth/decline in any of the foregoing specified financial measures on a CER basis.

For more information on the non-GAAP and other financial measures in this document and a complete list of transitional financial measures, please see “Implementation of IFRS 17 and IFRS 9” and “Non-GAAP and other financial measures” of the 2023 MD&A which are incorporated by reference and available on the SEDAR+ website at [www.sedarplus.ca](http://www.sedarplus.ca).



## Reconciliation: *Core earnings*, CER basis

	2017					
(\$ millions, post-tax and based on actual foreign exchange rates in effect in the applicable reporting period, unless otherwise stated)	Asia	Canada	U.S.	Global WAM	Corporate and Other	Total
<b>Core earnings (post-tax)</b>	<b>1,453</b>	<b>1,209</b>	<b>1,609</b>	<b>816</b>	<b>(522)</b>	<b>4,565</b>
CER adjustment <sup>1</sup>	(101)	-	80	25	(15)	(11)
<b>Core earnings, CER basis (post-tax)</b>	<b>1,352</b>	<b>1,209</b>	<b>1,689</b>	<b>841</b>	<b>(537)</b>	<b>4,554</b>
Income tax on core earnings, CER basis <sup>1</sup>	(335)	(249)	(644)	(169)	244	(1,153)
<b>Core earnings, CER basis (pre-tax)</b>	<b>1,017</b>	<b>960</b>	<b>1,045</b>	<b>672</b>	<b>(293)</b>	<b>3,401</b>
<b>Asia segment core earnings (post-tax), US\$</b>	<b>1,121</b>					
Add: core earnings (post-tax) from International High Net Worth, US\$	154					
<b>Asia segment core earnings (post-tax) including International High Net Worth, US\$</b>	<b>1,275</b>					