

Manulife China Bank Life Assurance Corp.
Board of Directors
Skills and Diversity Matrix
(as of May 2025)

Directors							
A	B	C	D	E	F	G	H I
Age and Gender							
66 M	64 F	46 F	57 F	51 M	61 M	51 M	44 M
Insurance <i>Oversight, advisory or operational experience in Insurance.</i>							
✓	✓	✓	✓	✓	✓	✓	✓
Finance/Accounting <i>Knowledge/experience with financial accounting and reporting, corporate finance, familiarity with internal financial/accounting controls.</i>							
	✓	✓			✓	✓	✓
Risk Management <i>Knowledge/experience with risk management practices, internal risk controls, risk assessments, reporting.</i>							
	✓				✓	✓	✓
Digital/Technology Operations <i>Knowledge/experience relating to digital technology, including digital marketing, social media, and experience transforming businesses by using technology to become a digital, customer leader.</i>							
✓			✓	✓			
Government Relations/Regulatory <i>Experience with governmental agencies and knowledge of the regulatory environment in which the company operates.</i>							
	✓			✓			
Executive Leadership/Board Experience <i>Experience as a senior executive/officer/director of a medium or large organization.</i>							
✓	✓	✓	✓	✓	✓	✓	✓