	Manulife China Bank Life Assurance Corp. Board of Directors Skills and Diversity Matrix (as of June 2026)							
	Directors							
A	B	C	D	E	F	G	H	I
	Age and Gender							
66 M	69 F	65 F	47 F	58 F	52 M	63 M	52 M	45 M
	Insurance *Oversight, advisory or operational experience in Insurance.*							
✓		✓	✓	✓	✓	✓	✓	✓
	Finance/Accounting *Knowledge/experience with financial accounting and reporting, corporate finance, familiarity with internal financial/accounting controls.*							
	✓	✓	✓			✓	✓	✓
	Risk Management *Knowledge/experience with risk management practices, internal risk controls, risk assessments, reporting.*							
	✓	✓				✓	✓	✓
	Digital/Technology Operations *Knowledge/experience relating to digital technology, including digital marketing, social media, and experience transforming businesses by using technology to become a digital, customer leader.*							
✓				✓	✓			
	Government Relations/Regulatory *Experience with governmental agencies and knowledge of the regulatory environment in which the company operates.*							
		✓			✓			
	Executive Leadership/Board Experience *Experience as a senior executive/officer/director of a medium or large organization.*							
✓	✓	✓	✓	✓	✓	✓	✓	✓