



2016

ANNUAL REPORT

## Contents

Vision, Values & Customer Value Proposition	03
About Manulife and Manulife Philippines	04
About the Company	05
Board of Directors	06
Directors' Profiles	08
Corporate Officers	10
Corporate Governance	11
Independent Auditor's Report	18

### Our Vision

To be the leading bancassurance organization in the Philippines, differentiated through the delivery of an extraordinary customer experience.

### Our Mission

We strive to be the best bancassurance business in the Philippines, delivering value to Manulife China Bank and its customers, which is differentiated through extraordinary customer experience, ease of doing business, and systematic engagement of all channels and segments with relevant solutions.

### Our Customer Value Proposition

We provide our customers personalized financial solutions that enable them to confidently secure their own and their family's futures.

## Our Values

### Professionalism

We will be recognized as having the highest professional standards. Our employees and agents will possess superior knowledge and skill, for the benefit of our customers.

### Real Value to Customers

We are here to satisfy our customers. By providing the highest quality products, services, advice and sustainable value, we will ensure that our customers receive excellent solutions to meet their individual needs.

### Integrity

All of our dealings are characterized by the highest levels of honesty and fairness.

### Demonstrated Financial Strength

Our customers depend on us to be here in the future to meet our financial promises. We earn this faith by maintaining uncompromised claims paying ability, a healthy earnings stream, and superior investment performance results; consistent with a prudent investment management philosophy.

### Employer of Choice

Our employees will determine our future success. In order to attract and retain the best and brightest employees, we will invest in the development of our human resources and reward superior performance.



## Manulife Philippines

The Manufacturers Life Insurance Company opened its doors for business in the Philippines in 1907. Since then, Manulife's Philippine Branch and later, the Manufacturers Life Insurance Co. (Phils.), Inc. (Manulife Philippines) has grown to become one of the leading life insurance companies in the country.

Manulife Philippines is a wholly-owned domestic subsidiary of Manulife Financial Corporation, among the world's largest life insurance companies by market capitalization.

## China Bank

China Banking Corporation was established in 1920 and was listed on the Manila Stock Exchange in 1927. It offers a complete range of deposit, lending, international, and investment banking products and services to corporate, commercial, and retail customers with its 541 branches and more than 800 ATMs nationwide. It offers capital raising, debt and securities underwriting, economic advisory services and more through its investment house China Bank Capital Corporation (CBCC). It also offers insurance brokerage services through Chinabank Insurance Brokerage, Inc. (CIBI) and an array of banking products and services for the retail and SME markets through China Bank Savings, Inc. (CBS).

Manulife China Bank Life Assurance Corporation (MCBL) is a strategic alliance between Manulife Philippines and China Banking Corporation (China Bank). It provides a wide range of innovative insurance products and services to customers of China Bank as well as the bank's thrift arm, China Bank Savings (CBS). MCBL aims to ensure that every client receives holistic life, health, and wealth solutions to address his or her individual needs.

Since opening in October 2007, the company has grown into a business of significance for both Manulife and China Bank. The two strengthened their partnership further in 2014 when China Bank raised its equity stake in MCBL to 40%.

In 2016, MCBL named Richard Yap as its brand ambassador. A respected actor, successful businessman, and devoted family man—Yap is the embodiment of many of MCBL customers' aspirations. He has also been a Manulife Philippines' brand ambassador for three years now.

As it marks its 10th anniversary in 2017, MCBL continues to embark on its next growth phase and work toward a common purpose: to make itself the biggest, most professional bancassurance company in the industry that delivers extraordinary customer experience.



## Board of Directors



**Mark O'Dell**  
*Chairperson*

**Robert Wyld**  
*Executive Director, President & CEO*

**Ryan Charland**  
*Non-Executive Director*

**Janette Peña**  
*Independent Director*





**Ricardo Chua**  
*Non-Executive Director*

**Alberto Emilio Ramos**  
*Non-Executive Director*

**Rhoda Regina Rara**  
*Independent Director*

**David Balangue**  
*Independent Director*

**Kenneth Dai**  
*Non-Executive Director*

## Directors' Profile

---

### **Mark O'Dell, *Chairperson***

Mark O'Dell (59) was elected as Non-Executive Director and Chairperson of the Board of the Company in February 2013. He is the Group Chief Executive Director of Manulife Holdings Berhad (Malaysia) and Chief Executive Officer of Manulife Insurance Berhad (Malaysia). Mark concurrently sits as Chairperson of the Board & Non-Executive Director of Manulife Philippines and Manulife Financials Plans, Inc.

As Chairperson of the Board, he is responsible for managing the affairs, development, and effective functioning of the Board; provides leadership in Board Governance; acts in an advisory capacity on behalf of the Board to the President and Chief Executive Officer; manages the relationships between management and the Board; and assists in managing shareholder agreement.

Prior to his current role, Mark served as Senior Executive Vice President and General Manager, Manulife Asia (2008-2012); Executive Vice President and General Manager, American International Assurance (AIA) Singapore and Brunei (2004-2008); Senior Vice President and General Manager, AIA Malaysia (2000 – 2004); Vice President and General Manager, AIA Indonesia (1998– 2000); and Vice President and Director of Agencies, AIA Indonesia (1998 – 2000).

---

### **Robert Wyld, *Executive Director, President, and Executive Officer***

Robert Wyld (57) was appointed President and Chief Executive Officer of Manulife China Bank Life Assurance Corp. in March 2012 where he is responsible for the strategic direction, development and day to day management of the joint venture company.

He joined Manulife Financial in 2005 where he held various roles within the company's Asia operations, having worked in Hong Kong, Vietnam, Indonesia, and the Philippines. With more than 30 years of experience in the life insurance industry, Robert has held a number of senior distribution

leadership roles both within Manulife Financial Asia operations and in other blue chip life companies in Asia and United Kingdom (U.K.) across agency, broker, bancassurance, and telemarketing channels.

Prior to joining Manulife China Bank Life Assurance Corporation, Robert served as the Head of Partnership Distribution in Manulife Indonesia. Between 2007 until late 2010, Robert was the Head of Alternative Distribution in Manulife Vietnam. Prior to moving to Asia, Robert started as an agent in 1983 and progressed through the ranks, enjoying top ten agent and top branch manager status before reaching a Regional Sales Director level with an Australian life insurance company.

Robert studied Business at Gloucester University in U.K. He is also an Associate of the Chartered Insurance Institute of U.K. by examination and a Chartered Insurer by designation. He also has the distinction of having represented Great Britain U20 Water Polo team.

---

### **David Lucas Balangue, *Independent Director***

David "Dave" Balangue (65) was first elected as the Company's Independent Director in February 2011. He also serves in the same capacity as Independent Director of Manulife Philippines and Manulife Financial Plans, Inc.

Dave is presently the President and Chairperson of the Philippine Center for Population and Development, Inc., Makati Commercial Estate Association, Inc. and Manila Parking Authority, Inc.; Independent Director of listed companies Phinma Energy Corporation, Roxas Holdings, Inc., Holcim Philippines, Inc. and Philippine Bank of Communications; and Independent Director of Omnipay, Inc., Unistar Credit and Finance Corp., ATRAM Asset Management, Inc. ATRAM Trust Corporation, MARTKE Capital Partners, Inc., Subic One Power Generation Corp. and Trans-Asia Power Generation Corp.; and Chairperson of the Philippine Financial Reporting Standards Council and the National Movement for Free Elections. Dave was previously the Chairperson and Managing Partner of Sycip Gorres Velayo & Co. (2004 to 2010).



Dave is a graduate of Bachelor of Science in Commerce, Major in Accounting (Magna cum Laude) from Manuel L. Quezon University and Master in Management Major in Finance (with Distinction, Distinguished Scholar) from the Kellogg Graduate School of Management, Northwestern University, Evanston, Illinois, USA. Dave is a Certified Public Accountant and placed second in the CPA Board Examinations.

---

**Ryan Shane Charland, *Non-Executive Director***

Ryan Charland (37) is the President, Chief Executive Officer, and Executive Director of Manulife Philippines since January 2014. He was first elected as Director in August 2013. Ryan has worked for Manulife Financial in various leadership functions in product development, finance and corporate risk management for more than 10 years and brings a breadth of expertise to this role.

Ryan joined Manulife in August 2003 and worked in the U.S. Division and Corporate Audit before joining the U.S. Life Product Management in 2006. There he was rapidly given roles of greater responsibility, culminating in his appointment as the Pricing Officer in January 2010. Ryan relocated to Asia in November 2011 as Regional Chief Risk Officer based in Hong Kong. In Asia, Ryan established the risk management function and strengthened the local risk governance of all Manulife's operating entities.

Ryan holds a Bachelor of Science degree in Computer Science and Actuarial Science from the University of Toronto.

---

**Ricardo Chua, *Non-Executive Director***

Ricardo Chua (66) is a Non-Executive Director of the Company since 2007. He is currently the President and Chief Executive Officer (CEO) of China Banking Corporation (China Bank). He has been a driving force behind the Bank for many years, joining in 1975 as a Management Trainee, becoming Chief Operations Officer two decades later in 1995, and succeeding Peter S. Dee as President and CEO in September 2014.

He is also a member of the China Bank Executive Committee and Board since 2008. He is also the Chairperson of the Management Committee, Vice Chairperson of the Credit Committee, and a member of the Board of Trustees of China Bank Employees' Retirement Plan. He likewise serves as Chairperson of China Bank Savings, Inc. and China Bank Capital Corporation.

His track record includes directorships outside of China Bank. He is currently a Director of the Bankers Association of the Philippines, CAVACON Corporation, Sun & Earth Corporation, and BancNet, Inc., among others. He was a Founding Director of BancNet, serving for several terms as Chairperson and Vice Chairperson, and was elected as the new BancNet President. He was likewise a Director of China Bank Venture Capital Corporation and the Philippine Clearing House Corporation.

Ricardo earned his Bachelor of Science in Accounting from the University of the East. He is a Certified Public Accountant and holds a Masters in Business Management degree from the Asian Institute of Management.

---

**Kenneth Dai, *Non-Executive Director***

Kenneth Dai (40) joined Manulife Financial in June 1999 as an Actuarial Analyst and became an Assistant Vice President in November 2011. He now serves as Vice President and Chief Actuary of Manulife Asia. With more than 15 years of experience in Manulife Asia, Kenneth has a wide range of experience and knowledge in various functions including pricing, product development, finance and valuation.

Kenneth was first elected as a Non-Executive Director of Manulife Philippines and its affiliates, Manulife China Bank Life Assurance Corp. and Manulife Financial Plans, Inc., in April 2016.

Kenneth holds a Bachelor of Science in Actuarial Science from Hong Kong University and is a Fellow of the Society of Actuaries.



---

**Janette Peña, *Independent Director***

Janette Peña (57) is an Independent Director of the Company as well as Manulife Philippines and Manulife Financial Plans, Inc. She was first elected as Independent Director of the Company in 2007. She is also the Chair of the Audit Committee of the Company.

Janette is currently engaged in legal consultation and special projects. She is a Director and/or Corporate Secretary of Central Azucarera de Tarlac, Inc., Chinese International School, Inc., First Lucky Group of Companies, Oak Drive Group of Companies, and the China Oceanis Group of Companies.

Prior to her present roles, Janette was a Senior Partner at Ponce Enrile Reyes Manalastas Law Offices (1985-2003); Director and Corporate Secretary of Pancake House Group of Companies (2000-2014), Bousted Technologies (2004-2013), Corporate Secretary of Salcon Holdings (2003-2009), Del Monte Philippines, and Philippine Plaza Holdings (1995-2003).

Janette holds a Bachelor of Science degree in Business Economics and a Bachelor of Laws degree from the University of the Philippines and Master of Laws from Harvard Law School.

---

**Alberto Emilio Ramos, *Non-Executive Director***

Alberto Emilio Ramos (57), Executive Vice President, is the President of China Bank Savings, Inc. (seconded in 2011). He was first elected as a Non-Executive Director of the Company in March 2015. He also sits in the board of China Bank Capital Corporation, and was elected First Vice President of the Chamber of Thrift Banks.

Prior to joining the Bank in 2006 as Head of Private Banking Group, Mr. Ramos was President of Philam Asset Management, Inc., and held key positions in local and international banks, including the Bank of the Philippine Islands and Citytrust Banking Corporation.

He completed numerous trainings related to banking such as SME Banking, corporate governance, treasury products, asset-liability management, credit and financial analysis, and strategic marketing planning.

He graduated from De La Salle University with a Bachelor of Arts degree in Political Science and Bachelor of Science degree in Marketing Management. He also holds a Master in Business Management degree from the Asian Institute of Management and has a Treasury Professional Certificate from the Bankers Association of the Philippines.

---

**Rhoda Regina Reyes-Rara, *Independent Director***

Rhoda Regina Rara (51) serves as an Independent Director and chairs the Nomination and Remuneration Committee of the Company. She was first elected as Independent Director in September 2007.

Presently, Regina is the Managing Partner of MarksPro Philippines/Law Firm of Reyes Rara & Associates. She is also the Vice President for Internal Affairs of the Intellectual Property Professors & Research Organization of the Philippines, a Professor of Criminal Law at the De La Salle University College of Law, and an accredited lecturer of the Mandatory Continuing Legal Education for members of the Integrated Bar of the Philippines.

Prior to her present roles, Regina was a Partner at Ponce Enrile Reyes & Manalastas Law Offices (1990-2004), Corporate Secretary of First Asia Realty Development Corp. (1996-2004), and Phil. Global Communications, Inc. (1994 – 1996).

Regina holds Bachelor of Science in Legal Management and Bachelor of Laws degrees from the Ateneo de Manila University.

## Corporate Officers



**Robert Wyld**  
*President & Chief Executive Officer*



**Peter McKeown**  
*SVP & Chief Financial Officer*



**Martin Ledesma**  
*SVP & Chief Bancassurance Officer*



**Maxima Galido**  
*VP & Training and Special Projects Head*



**Mark Reynan Antiga**  
*VP & Operations Head*



# Corporate Governance

## CORPORATE GOVERNANCE POLICY

Manulife China Bank Life Assurance Corporation (MCBL) commits to maintain its good corporate governance and to continually improve on it because it believes in the importance of ensuring that the needs and interests of all its stakeholders are taken into account in a balanced and transparent manner as shown in its ASEAN Corporate Governance Scorecard.

Pursuant to the latest Circular Letter on Corporate Governance, IC Circular Letter No. 2015-23 on the ASEAN Corporate Governance Scorecard, the following information for the year 2016 is provided in this annual report.

## CORPORATE GOVERNANCE MANUAL

The Board of Directors, during its 28 November 2016 meeting, unanimously approved and adopted the Corporate Governance Manual for Manulife China Bank Life Assurance Corporation. This Manual was adopted from the existing Asia Directors' Manual from the Regional Office and was modified to conform to local regulations.

The approval and adoption of the Manual complies with the Securities and Exchange Commission's (SEC) requirement that all covered corporations, including the Company, shall submit their respective Corporate Governance Manuals to the SEC. This also serves as a manifestation of the Company's continued commitment to good corporate governance.

## Roles and Responsibilities of the Board

The Board of Directors exercises all the powers of the corporation as granted by the Corporation Code of the Philippines, the Company by-laws, the Manual of Corporate Governance, and all other relevant laws, rules, regulations, and internal policies.

The Board of Directors is responsible for providing independent oversight of the management of the business and affairs of the Company. The Board's oversight role also includes assessment whether the operations are being conducted in a prudent manner in compliance with legal and regulatory requirements.

Consistent with its Parent Company's Board Mandate, the Board approves and oversees the implementation of corporate strategic plans, strategic initiatives, and business decisions taking into account, among other things, the opportunities and risks of business. The Board also reviews and approves significant public disclosure policy and documents, including the financial statements and related disclosures prior to their release.

The Board likewise oversees the succession planning process of the Company, including the selection, appointment and development of the Chairperson of the Board, the Board members, the CEO, and other senior executive officers, including the heads of the Company's oversight functions, and the termination of the CEO, if required.

## Risk Management and Internal Controls

The Board considers all principal risks facing the Company as well as measures to manage these risks. The Audit Committee ensures that comprehensive policies, risk management policies and internal control systems are in place to mitigate the Company's exposures.

The Company's risk policies, risk management processes, internal controls and management information systems are updated on a regular basis to ensure they match MCBL's risk profile and comply with regulatory requirements.

As required by the U.S. Sarbanes-Oxley Act, the CEO and the Chief Financial Officer certify the Company's annual financial statements and evaluate and report the effectiveness of the Company's disclosure controls and procedures.

The Audit Committee has direct communication, including in-camera meetings, with the Internal Auditor, Independent Auditor and appointed Actuary, as well as with the Company' principal regulator, the Insurance Commission (IC).

Executive Committee meetings of the Manulife Group are held every third Thursday of the month to facilitate communication and dissemination of information in a cost-efficient and timely manner.

## 2016 ASEAN Corporate Governance Scorecard

MCBL submits annually its Corporate Governance Scorecard in compliance with relevant IC Circular Letters. For 2016, the Corporate Governance Scorecard reveals that the Company performed above the averages for both the whole insurance industry and the life insurance sector in the Philippines.

The Company's 2016 ASEAN Corporate Governance Score increased by 15.24% from the previous year. MCBL scored the highest in Part B on Equitable Treatment of Shareholders with a 10.08% increase from 2015. While the Company had the lowest score in Part C on Role of Stakeholders, it was still a 100.53% increase from its initial score. The biggest improvement of the Company is in Part A or on the Rights of Shareholders where it recorded a 159.71% increase. The Company improved the least in Part E or on Responsibilities of the Board with an increase of 9.08%.

The following were identified in the 2016 Corporate Governance Scorecard Report as the improvements made by the Company last year:

1. The most recent Annual General Meeting was held in an easy-to-reach location with a 21-day notice of all meetings were provided beforehand;
2. In the most recent Annual General Meeting, the minutes showed that shareholders were allowed to ask questions or raise issues. Answers to them were also recorded;
3. The list of Board members, including the Chairperson, the CEO/President, and the Chairperson of the Audit Committee, who attended the most recent Annual General Meeting and the proxy documents were provided;
4. The Company identified its internal audit and disclosed:
  - a. its policy relative to its efforts to address customers' welfare;
  - b. its policy encouraging directors to attend ongoing or continuous professional education program;
  - c. its training and development program for employees;
  - d. the financial performance indicators in the Annual Report;

- e. previous and current financial statements, and shareholding structure in the website;
- f. the activities the Company undertook to implement its policies on supplier/contractor selection and criteria, environmentally-friendly value chain, and anti-corruption programs and procedure;
- g. the Company vision and mission statement; and
- h. its external firm.

5. The true and fair representation of the annual financial statement was affirmed by the Board of Directors or the relevant officers of the company;
6. The Nomination and Remuneration Committee was comprised of a majority of independent directors;
7. The Audit Committee was comprised entirely of non-executive directors with a majority of independent directors at least one of whom has an accounting qualification;
8. The Board of Directors meetings were scheduled before the start of the financial year;
9. The roles and responsibilities of the Company Secretary in supporting the Board in discharging its responsibilities were identified; and
10. At least one non-executive director had prior working experience in the major sector that the Company is operating in.

## COMMITTEES

### Audit Committee

The Audit Committee assists the Board of Directors in its oversight role with respect to financial information and audit functions by providing an independent review of the effectiveness of the financial reporting process and internal control system. After each committee meeting, the Audit Committee reports to the Board a summary of its findings specifically highlighting significant issues that have arisen. In 2016, the Audit Committee met four times as shown below:

Date of Meeting and Attendees				
Name of Director	5 Apr 2016	30 Jun 2016	26 Aug 2016	28 Nov 2016
Janette Peña (Chairperson)	✓	✓	✗	✓
David Balangue	✗	✓	✓	✗
Kenneth Dai	✓	✓	✓	✗
Alberto Ramos	✗	✗	✓	✓
Rhoda Regina Rara	✓	✓	✓	✓

In 2016, the Audit Committee's membership is composed of majority of independent directors. It is also chaired by an independent director, as shown below:

## Audit Committee

Janette Peña	Chairperson/ Independent Director
Rhoda Regina Rara	Independent Director
David Balangue	Independent Director
Kenneth Dai	Non-Executive Director
Alberto Ramos	Non-Executive Director

The Company's Audit Committee also has the primary responsibility to recommend the approval as well as the removal of the external auditor to the Board of Directors. In its recent meeting on 7 April 2017, the Audit Committee recommended for board approval the appointment of SGV & Co. as the Company's external auditor for 2017.

## Nomination and Remuneration Committee

Pursuant to law and MCBL's commitment to international best practices in the area of corporate governance practice and culture, the Nomination and Remuneration Committee was constituted.

The functions of the Nomination and Remuneration Committee are: (1) to ensure that all nominations to the board as well as those being considered for other positions requiring approval of the Board are duly deliberated, reviewed, and evaluated in accordance with applicable policies; and (2) to monitor the structure and level of remunerations of senior management and corporate officers.

In 2016, the Nomination and Remuneration Committee met twice to deliberate and recommend for Board approval nominees to the Board and corporate officers. The Committee ascertained that the qualifications and experience of nominees for Board approval are in line with the Company's strategic direction.

Rhoda Regina Rara	Chairperson/ Independent Director
Janette Peña	Independent Director
Kenneth Dai	Non-Executive Director
David Balangue	Independent Director
Mark O'Dell	Non-Executive Director

## Board process

The Board meetings are held on a quarterly basis unless a special meeting is necessary to consider urgent matters.

The directors receive the notice of the meeting and the meeting packs at least 21 calendar days in advance. The meeting pack includes information on the Company's operation, minutes of last Board Committee meeting, and all other documents needed for the Board meeting discussion.

Minutes of meetings of the Board and all committees are kept by the Corporate Secretary. The said minutes are open for inspection by directors and stockholders upon request.

## Venue of the Meetings

All the Board and Committee meetings were held in the Company's Head Office at the LKG Tower, Ayala Avenue, Makati City.



## Board Meetings

The Board met four (4) times in 2016. The Board members' attendance during meetings is shown below:

Name of Director	Date of Meeting			
	5 April 2016 (Outgoing and Organizational Meeting)	30 June 2016 (Regular Meeting)	26 August 2016 (Regular Meeting)	28 November 2016 (Regular Meeting)
Mark O'Dell	✓	✓	✓	✓
David Balangue	✓	✓	✓	✗
Ryan Charland	✓	✓	✓	✓
Ricardo Chua	✓	✓	✓	✓
Kenneth Dai	✗	✓	✓	✓
Janette Peña	✓	✓	✗	✗
Alberto Ramos	✗	✗	✗	✓
Rhoda Regina Rara	✓	✓	✓	✓
Robert Wyld	✓	✓	✓	✓

The Chairperson, President and CEO, one (1) independent director, and two (2) non-executive directors have 100% attendance rate while most directors have 75% attendance rate.

## Directors' Orientation Program and Continuing Education

The Corporate Secretary provides the orientation for new directors to explain the organizational profile, charters, by-laws, policies, and procedures of the Company. A corporate governance seminar is arranged for each director to ensure adherence to best practices on corporate governance.

All directors are required by the Company to undergo Anti-Money Laundering and Anti-Terrorism and Financing (AMLTF) training and certification. They are also required to sign the Company's Code of Business Conduct and Ethics (COBE) and a Conflict of Interest Disclosure Statement annually. For 2016, all of the directors of the Company underwent and completed the AMLTF and COBE trainings.

The Board members engage in informal meetings on a quarterly basis to further discuss issues and strategies.

## Succession Plan

The Board oversees the succession planning of the CEO and senior executive officers, including the heads of the Company's oversight functions, and the termination of CEO. All nominations to such positions shall be made through the Nomination and Remuneration Committee which shall evaluate the nominees' competency and shall make appropriate recommendation to the Board.

## Board Diversity Policy

In choosing nominees to the Board, consideration is given to gender, ethnic background, geographic representation, and other personal characteristics that contribute to diversity, recognizing that it is the skills, experience, and integrity that are most important in assessing candidates and their potential contributions.

## COMPANY POLICIES

### Customer Welfare Policy

The Company commits to offer real value to its customers by providing the highest quality products, services, advice and sustainable value. The Company also ensures that the customers receive excellent solutions to meet individual needs.

Since customers depend on the Company to meet its financial promises, the Company maintains uncompromised paying ability, healthy earnings stream, and superior investment performance results, consistent with prudent investment management philosophy.

### Privacy Policy

At Manulife, we are committed to providing the highest quality financial products and services in a manner that fosters trust and confidence among our customers and representatives. That commitment includes protecting the privacy of all the personal and sensitive personal information in our care in accordance with the Philippines' Data Privacy Act of 2012, its implementing rules and regulations and our privacy policy available at [www.manulife.com/Privacy-Policy](http://www.manulife.com/Privacy-Policy).

### Anti-Money Laundering and Anti-Terrorist Financing Policy

At Manulife, we are committed to preventing the use of our products and facilities for the purposes of money laundering or to finance terrorist activities. That commitment includes having and adhering to policies, procedures and controls designed to meet the company's obligations under the Philippines' Anti-Money Laundering Act, as amended, its revised implementing rules and regulations and our AML/ATF policy.

### Whistle Blowing Policy

The Company has a Whistle Blowing Policy which encourages employees to talk to appropriate personnel about suspected or potential illegal or unethical behavior or when the employee is in doubt about the best course of action to take in a particular situation. It is also the policy of the Company not to allow retaliation for reports of misconduct by others made in good faith. Directors, officers, employees, representatives and other associates are expected to cooperate in internal investigations of misconduct.

Employees are also encouraged to report by providing a hotline where they are duty-bound to report suspected unethical behaviors or air their grievances anonymously.



### Protect our Company's reputation.

You make important decisions everyday. If you see or hear something that seems unethical, unprofessional, illegal, fraudulent, or questionable or observe conduct that does not meet the values of our Company, it is your right and responsibility to report it. The Ethics Hotline – You Make the Call.

The Manulife Financial and John Hancock Ethics Hotline enables employees to ask questions about our Code of Business Conduct and Ethics or report suspected misconduct. In addition to other available avenues of reporting, which include speaking with your manager, legal, compliance, human resources and employee relations, the Ethics Hotline is available 24-hours per day, seven days per week and can be used anonymously if you choose. You may report suspected or potential illegal or unethical behavior without any fear of retaliation.

[www.manulifeethics.com](http://www.manulifeethics.com)



1. From an outside line dial the AT&T Direct Dial Access\* for your location:  

China (Southern – Mandarin Operator)	108-10
China (Southern)	10-811
China (Northern – Mandarin Operator)	108-710
China (Northern)	108-888

Special USADirect Dedicated Telephones
2. At the prompt dial 366-294-9534
3. The call will be answered in English. To continue your call in another language:
  - Please state your language to request an interpreter.
  - It may take 3-5 minutes to arrange for an interpreter.
  - During this time please do not hang up.



## Anti-Bribery and Anti-Corruption Policy

Maintaining high standards of integrity is paramount to success at MCBL. As stated in the Company's Code of Business Conduct and Ethics, "we must take special care to use our corporate positions responsibly when dealing with government agencies and representatives. This is especially true in relation to the political process. The Company recognizes the paramount importance of and ensures compliance with all laws and regulations that apply when offering to provide entertainment, meals, gifts, gratuities, and other items of value to any employee or representative of national or local governments or when accepting such items of value from any employee or representative of national or local governments.

To ensure that all its employees abide by Republic Act No. 3019 (Anti-Graft and Corrupt Practices Act), Revised Penal Code of the Philippines, National Internal Revenue Code, Presidential Decree No. 46 and Insurance Commission Circular 12-2012, the Company promulgated its Anti-Bribery and Anti-Corruption Policy.

The Company's Anti-Bribery and Anti-Corruption Policy aims to ensure that the Company's directors, officers and employees, as well as representatives, agents and third-party providers do not give or receive bribes and comply with all applicable laws and regulations at all times.

As part of the policy, the Company implements a "no gift policy" directly or indirectly to any public official. Moreover, to ensure compliance with the policy by business partners and third-party providers, the Company's anti-bribery and anti-corruption policy is made an obligatory provision to the agreements or contracts that the Company enters into. The Company also mandates that all financial transactions are recorded in a timely and accurate manner in accordance with accounting standards and principles to prevent off-the-book transactions such as bribes and kickbacks. The policy requires the Compliance Officer to report any violation of laws and regulations to the Board of Directors and recommend the imposition of appropriate disciplinary action on the responsible parties.

## Related Party Transactions

Directors, officers and employees are required by the Company's Code of Business Conduct and Ethics to immediately report their interest in transactions and any conflict of interest or potential conflict.

Directors and executives are also required to abstain from participating in any discussion on a particular subject that they are conflicted.

The Company has not entered into any transactions which may be classified as financial assistance to other entities other than wholly-owned companies. Any related party transactions, mostly limited to contracts within the Manulife conglomerates, are conducted in such a way as that they are fair and at arm's length and subject to appropriate review and approval process. Consent of the board is necessary before any such material transactions may be entered into.

Details of the related party transactions are provided in Note 26 of the Audited Financial Statements as submitted by the Company to regulators.

## Arm's Length

Directors and executives must not be associated in any way with agreements between the Company and suppliers in which they or a member of their immediate family has an interest or which might result in their or their family member's personal gain.

## Insider Trading Policy

Directors, officers, employees, representatives and other associates of the Company are prohibited from (a) benefiting from opportunities that are discovered through the use of Company property, information or position; (b) using Company property, information or position for personal gain; and (c) competing with the Company. They owe it to the Company to advance its legitimate interests when the opportunity to do so arises.



## Local Procurement Policy

The Company has put in place a framework of policies, processes and tools, as well as a team of sourcing and contracts experts, to assist all business units in meeting their procurement and expense management objectives. The purpose of the Procurement Policy is to provide guidance to employees and work area managers in their purchasing requirements in order to obtain maximum value for the Company for each and every spending decision. This requires all stakeholders to work collaboratively to ensure:

1. Compliance with related policies is achieved;
2. All dealings with Suppliers are consistent with Manulife's Code of Business Conduct and Ethics;
3. Procurement processes are competitive and transparent;
4. Manulife's business requirements are clearly stated;
5. Manulife's risk exposure is identified, assessed and effectively managed;
6. All contracts and supporting documents are reviewed and approved by appropriate officers; and
7. Suppliers meet their contractual, pricing and service level commitments.

## Supplier Selection Criteria

It is important for the Company that the supplier selection process must be both objective and transparent. The supplier selection decision should be based on evaluation criteria that include, but are not limited to, the supplier's:

1. Demonstrated ability to meet stated requirements;
2. Ability to provide competitive pricing (based on total cost of ownership);
3. Excellent customer service;
4. High quality products and/or services;
5. Financial stability
6. Technical skills and capacity to meet current and future needs; and
7. Willingness to agree to Manulife's contract terms and conditions.

## Shareholder Information

### Rights of Shareholders

The shareholders have the powers and responsibilities as stated in the Corporation Code of the Philippines, the Company's By-laws, the Manual of Corporate Governance, and all other relevant laws, rules, regulations, and internal policies.

Among others, all of Company's shareholders have the right to:

1. Participate in the amendments of the Company's Articles of Incorporation;
2. Authorize issuance of additional shares;
3. Transfer all or substantially all assets of the Company, which may result in the sale of the Company;
4. Effectively participate in and vote in general shareholder meetings;
5. Nominate candidates for Board of Directors; and
6. Elect directors individually.

As provided in the Company By-laws, the shareholders are aware of the rules and voting procedures that govern the general shareholder meetings.

### Annual General Meeting

As mandated in the by-laws, the shareholders meet regularly or at least once a year. The Corporate Secretary ensures that the notice for annual shareholders meeting is sent to the stockholders at least 21 days from the date of actual meeting. Proxy letter is also attached to the notice or made readily available through the Company website to allow shareholders to send representatives in their absence.

In the most recent Annual General Shareholders Meeting, the Company's President and Chief Executive Officer, Robert Wyld and the Board Chairperson, Mark O'Dell attended the meeting. All directors of the Company also attended said meeting with 100% attendance rate.

## The Company's Shareholders

Name	Shares Held	Amount Paid	% of Ownership	Nationality
The Manufacturers Life Insurance Co.	4,749,993*	PhP 474,999,300.00	94.9999%	Canadian
China Banking Corporation	249,998	PhP 24,999,800.00	4.99996%	Filipino
Mark Steven O'Dell (Chairperson/ Non-Executive Director)	1.0	PhP 1,000.00	nil	American
Robert Wyld (Executive Director)	1.0	PhP 1,000.00	nil	British
Kenneth Dai (Non-Executive Director)	1.0	PhP 1,000.00	nil	Chinese
Ryan Shane Charland (Non-Executive Director)	1.0	PhP 1,000.00	nil	Canadian
Ricardo Chua (Non-Executive Director)	1.0	PhP 1,000.00	nil	Filipino
Alberto Ramos (Non-Executive Director)	1.0	PhP 1,000.00	nil	Filipino
Janette L. Peña (Independent Director)	1.0	PhP 1,000.00	nil	Filipino
Rhoda Regina Reyes-Rara (Independent Director)	1.0	PhP 1,000.00	nil	Filipino
David Lucas Balangue (Independent Director)	1.0	PhP 1,000.00	nil	Filipino

\*1,750,000 shares or 35% held in trust for China Banking Corporation.

## EMPLOYEE CORNER

### Compensation Philosophy

Manulife Philippines' global strategy requires everyone across the organization to perform at their best in order to achieve success. Leaders need to ensure that employees are able to make the link between specific performance and compensation, and fully understand how they are rewarded for their performance.

The Company's compensation philosophy is to pay for performance. The Company continues to differentiate compensation and rewards based on performance and contribution of the employees to drive high-performing culture.

### Training and Development

The Company's Human Resources Department facilitated training and development programs conducted throughout the year with the following objectives:

- Sustained momentum in facilitating Leadership as a Profession modules;

- Improved performance management culture, and manager effectiveness practices to drive high performance culture
- Address learning needs on communication, influencing skills and other identified local training needs
- Promoted positive working culture through employee engagement

In order to create a conducive learning environment, a number of development initiatives were made available through Compass and Learning on Demand apart from the usual classroom-type training.

Beginning January until December 2016, the Company's Human Resources Department delivered 54 quality trainings with topics ranging from Collaborating in a Matrix Environment, Decision Making and Prioritizing, Coaching for Success, Conversations that Matter, Grammar Mastery, Business Writing, Presentation Mastery and many others, all aimed at developing a highly efficient and competitive workforce, as well as embedding Manulife's critical behaviors.







# Audited Financial Statements

December 31, 2016

# Independent Auditor's Report

## INDEPENDENT AUDITOR'S REPORT

The Board of Directors and Stockholders  
Manulife China Bank Life Assurance Corporation

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of Manulife China Bank Life Assurance Corporation (the Company), which comprise the statements of financial position as at December 31, 2016 and 2015, and the statements of income, statements of comprehensive income, statements of changes in equity and statements of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2016 and 2015, and its financial performance and its cash flows for the years then ended in accordance with Philippine Financial Reporting Standards (PFRSs).

#### Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## **Report on the Supplementary Information Required Under Revenue Regulations 15-2010**

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information required under Revenue Regulations 15-2010 presented in a separate schedule to the financial statements is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such information is the responsibility of the management of Manulife China Bank Life Assurance Corporation. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.



Lucy L. Chan

Partner

CPA Certificate No. 88118

SEC Accreditation No. 0114-AR-4 (Group A),  
January 7, 2016, valid until January 6, 2019

Tax Identification No. 152-884-511

BIR Accreditation No. 08-001998-46-2015,  
February 27, 2015, valid until February 26, 2018

PTR No. 5908681, January 3, 2017, Makati City

April 7, 2017



# Parent Company Statements of Financial Position

	December 31	
	2016	2015
<b>ASSETS</b>		
<b>Cash and Cash Equivalents</b> (Notes 4, 6 and 21)	<b>₱2,353,531,862</b>	₱1,159,372,967
<b>Insurance Receivables</b> (Notes 3 and 21)	<b>18,948,108</b>	29,003,750
<b>Reinsurance Assets</b> (Notes 3, 10, 11 and 14)	<b>3,184,345,137</b>	2,779,410,733
<b>Financial Assets</b>		
Financial assets at fair value through profit or loss (Notes 5, 6 and 21)	<b>21,718,766,007</b>	18,058,059,585
Available-for-sale financial assets (Notes 5 and 21)	<b>1,747,877,168</b>	1,698,262,447
Loans and receivables (Notes 5, 21 and 23)	<b>252,467,591</b>	132,706,120
<b>Accrued Income</b> (Notes 3, 7 and 21)	<b>126,995,474</b>	127,652,598
<b>Property and Equipment</b> (Notes 3, 8 and 23)	<b>22,449,048</b>	20,204,266
<b>Other Assets</b> (Notes 9 and 23)	<b>30,021,942</b>	15,002,549
	<b>₱29,455,402,337</b>	₱24,019,675,015
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
Insurance contract liabilities (Notes 3, 10 and 21)	<b>₱26,893,811,248</b>	₱21,958,914,609
Insurance payables (Notes 11, 14 and 21)	<b>1,048,379,295</b>	716,447,117
Policyholders' dividends (Note 21)	<b>118,314,720</b>	87,499,562
Reserve for policyholders' dividends	<b>2,359,685</b>	2,108,714
Accounts payable and accrued expenses (Notes 12 and 21)	<b>452,705,940</b>	178,897,962
Due to related parties (Notes 14 and 21)	<b>249,497,384</b>	149,804,400
Income tax payable	<b>557,958</b>	233,833
	<b>28,765,626,230</b>	23,093,906,197
<b>Equity</b>		
Capital stock (Note 13)	<b>500,000,000</b>	500,000,000
Contributed surplus (Note 13)	<b>525,000,000</b>	525,000,000
Reserve for fluctuation in value of available-for-sale financial assets (Note 5)	<b>(67,537,589)</b>	(53,896,954)
Deficit	<b>(267,686,304)</b>	(45,334,228)
	<b>689,776,107</b>	925,768,818
	<b>₱29,455,402,337</b>	₱24,019,675,015

See accompanying Notes to Financial Statements.

## Parent Company Statements of Income

	<b>Years Ended December 31</b>	
	<b>2016</b>	<b>2015</b>
<b>REVENUES</b>		
Gross premiums earned on insurance contracts	<b>₱7,645,093,135</b>	₱5,542,686,849
Reinsurers' share of gross premiums earned on insurance contracts	<b>(370,697,431)</b>	(611,625,328)
Insurance premiums earned (Note 15)	<b>7,274,395,704</b>	4,931,061,521
Investment income (Note 16)	<b>92,571,202</b>	87,187,436
Gain on sale of available-for-sale financial assets (Note 5)	<b>2,124,724</b>	197,276,294
Foreign currency exchange gains - net	<b>—</b>	14,967,255
Other income (Note 16)	<b>298,897,149</b>	144,337,050
Total revenues	<b>7,667,988,779</b>	<b>5,374,829,556</b>
<b>BENEFITS AND OPERATING EXPENSES</b>		
Change in insurance contract liabilities	<b>6,752,401,730</b>	4,508,538,710
Gross benefits and claims incurred on insurance contracts	<b>57,335,342</b>	79,002,881
Reinsurers' share of benefits and claims incurred on insurance contracts	<b>(20,266,283)</b>	(24,388,233)
Dividends and interest on policyholders' dividends	<b>39,909,659</b>	40,873,185
Benefits and claims (Note 17)	<b>6,829,380,448</b>	4,604,026,543
Commission expense (Note 14)	<b>435,122,250</b>	343,854,260
General and administrative expenses (Note 18)	<b>575,122,611</b>	486,896,481
Insurance taxes	<b>21,032,497</b>	28,572,668
Foreign currency exchange losses - net	<b>4,531,524</b>	—
Total benefits and operating expenses	<b>7,865,189,330</b>	5,463,349,952
<b>LOSS BEFORE INCOME TAX</b>	<b>(197,200,551)</b>	(88,520,396)
<b>PROVISION FOR INCOME TAX</b> (Note 20)	<b>25,151,525</b>	21,333,556
<b>NET LOSS</b>	<b>(₱222,352,076)</b>	(₱109,853,952)

*See accompanying Notes to Financial Statements.*

## Parent Company Statements of Comprehensive Income

	Years Ended December 31	
	2016	2015
<b>NET LOSS</b>	<b>(₱222,352,076)</b>	<b>(₱109,853,952)</b>
<b>OTHER COMPREHENSIVE LOSS</b>		
<b>Items that will be reclassified to profit or loss in subsequent periods:</b>		
Net change in fair value of available-for-sale financial assets (Note 5)	(13,640,635)	(308,493,009)
	<b>(13,640,635)</b>	<b>(308,493,009)</b>
<b>TOTAL COMPREHENSIVE LOSS</b>	<b>(₱235,992,711)</b>	<b>(₱418,346,961)</b>

*See accompanying Notes to Financial Statements.*

## Parent Company Statements of Changes in Equity

	<b>Capital S</b> (Not an
<b>Balances at January 1, 2016</b>	<b>₱500,00</b>
<b>Net loss</b>	
<b>Other comprehensive loss</b>	
<b>Total comprehensive loss</b>	
<b>Balances at December 31, 2016</b>	<b>₱500,00</b>
<b>Balances at January 1, 2015</b>	<b>₱500,00</b>
<b>Net loss</b>	
<b>Other comprehensive loss</b>	
<b>Total comprehensive loss</b>	
<b>Balances at December 31, 2015</b>	<b>₱500,00</b>

*See accompanying Notes to Financial Statements.*



Stock es 13 d 23)	Contributed Surplus (Note 13)	Reserve for Fluctuation in Value of Available-for- sale Financial Assets (Note 5)			Total
			Deficit		
0,000	₱525,000,000	(₱53,896,954)	(₱45,334,228)	₱925,768,818	
—	—	—	(222,352,076)	(222,352,076)	
—	—	(13,640,635)	—	(13,640,635)	
—	—	(13,640,635)	(222,352,076)	(235,992,711)	
0,000	₱525,000,000	(₱67,537,589)	(₱267,686,304)	₱689,776,107	
0,000	₱525,000,000	₱254,596,055	₱64,519,724	₱1,344,115,779	
—	—	—	(109,853,952)	(109,853,952)	
—	—	(308,493,009)	—	(308,493,009)	
—	—	(308,493,009)	(109,853,952)	(418,346,961)	
0,000	₱525,000,000	(₱53,896,954)	(₱45,334,228)	₱925,768,818	

# Parent Company Statements of Cash Flows

	<b>Years Ended December 31</b>	
	<b>2016</b>	<b>2015</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Loss before income tax	<b>(P197,200,551)</b>	<b>(P88,520,396)</b>
Adjustments for:		
Change in insurance contract liabilities – non-unit-linked (Note 17)	<b>450,479,813</b>	<b>555,265,228</b>
Depreciation and amortization (Notes 8 and 18)	<b>8,551,058</b>	<b>8,926,710</b>
Foreign currency exchange losses (gains) - net	<b>4,531,524</b>	<b>(14,967,255)</b>
Change in IBNR provision (Note 10)	<b>1,583,382</b>	<b>2,691,584</b>
Fair value loss on financial assets at fair value through profit or loss (Note 16)	<b>1,200,948</b>	<b>4,364,700</b>
Increase in reserve for policyholders' dividends	<b>250,971</b>	<b>1,748,786</b>
Net gain on disposal of property and equipment (Note 8)	<b>(300,000)</b>	<b>–</b>
Gains on sale of available-for-sale financial assets (Note 5)	<b>(2,124,724)</b>	<b>(197,276,294)</b>
Interest income (Note 16)	<b>(93,772,150)</b>	<b>(91,552,136)</b>
Operating income before changes in working capital	<b>173,200,271</b>	<b>180,680,927</b>
Changes in operating assets and liabilities:		
Decrease (increase) in:		
Financial assets at fair value through profit or loss (Note 5)	<b>(3,666,438,894)</b>	<b>(1,705,866,238)</b>
Insurance receivables	<b>10,055,642</b>	<b>3,034,394</b>
Reinsurance assets	<b>(404,934,404)</b>	<b>(514,133,194)</b>
Loans and receivables	<b>(119,761,471)</b>	<b>89,793,353</b>
Other assets	<b>(15,019,393)</b>	<b>(4,698,537)</b>
Increase in:		
Insurance contract liabilities – unit-linked (Note 10)	<b>4,480,302,042</b>	<b>1,717,937,841</b>
Policy and contract claims	<b>81,366</b>	<b>27,345,302</b>
Other insurance contract liabilities (Note 10)	<b>2,450,036</b>	<b>21,048,916</b>
Insurance payables	<b>331,932,178</b>	<b>218,277,990</b>
Policyholders' dividends	<b>30,815,158</b>	<b>30,030,512</b>
Accounts payable and accrued expenses	<b>273,807,978</b>	<b>8,569,970</b>
Due to related parties	<b>99,692,984</b>	<b>80,918,294</b>
Net cash generated by operations	<b>1,196,183,493</b>	<b>152,939,530</b>
Income taxes paid	<b>(24,827,400)</b>	<b>(21,099,723)</b>
Net cash generated by operating activities	<b>1,171,356,093</b>	<b>131,839,807</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Interest received	<b>101,960,111</b>	<b>58,583,810</b>
Proceeds from sale/maturities of:		
Available-for-sale financial assets (Note 5)	<b>19,484,734</b>	<b>294,525,102</b>
Property and equipment (Note 8)	<b>450,000</b>	<b>–</b>
Acquisitions of:		
Available-for-sale financial assets (Notes 5)	<b>(88,146,203)</b>	<b>(409,098,634)</b>
Property and equipment (Note 8)	<b>(10,945,840)</b>	<b>(13,536,417)</b>
Withdrawal of seed money	<b>–</b>	<b>18,781,654</b>
Net cash generated by (used in) investing activities	<b>22,802,802</b>	<b>(50,744,485)</b>

(Forward)





LKG Tower, 6801 Ayala Avenue, Makati City 1226

**Customer Care Hotline:** (63-2) 884-7000

**E-mail:** [phcustomercare@manulife.com](mailto:phcustomercare@manulife.com)

**Website:** [www.manulife.com.ph](http://www.manulife.com.ph)