

**Manulife Financial Plans
Board of Directors
Skills and Diversity Matrix
(as of May 2025)**

| Directors | | | | | |
|---|---------|---------|---------|---------|---------|
| A | B | C | D | E | F |
| Age and Gender | | | | | |
| 66 M | 63 F | 57 M | 40 F | 44 M | 55 F |
| 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> | | | | | |
| ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |