



# Institute of Corporate Directors

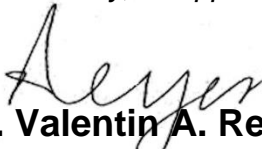
## Certification

ICD certifies that an independent Third-Party Board  
Evaluation for 2023 was conducted for

## The Manufacturers Life Insurance Co. (Phils.), Inc.

The Third-Party Board evaluation was conducted through questionnaires answered by every Director. The scope includes structure and composition, responsibilities and duties, board processes, dynamics and relationships, and corporate governance practices related to the strategy, policy, oversight, and accountability functions giving insights on the effectiveness of the Board, the Committee, the Chairperson, and the Directors.

*March 2024  
at Makati City, Philippines*

  
**Engr. Valentin A. Reyes**  
*Executive Director*

