



Manulife

# Annual Report

# 2020



Manulife

The Manufacturers Life Insurance Co. (Phils.), Inc.  
NEX Tower, 6786 Ayala Ave, Makati, 1229  
Customer Care Hotline: 8 (8884-7000)  
E-mail: [phcustomer@manulife.com](mailto:phcustomer@manulife.com)  
[www.manulife.com.ph](http://www.manulife.com.ph)

[www.facebook.com/ManulifePH](https://www.facebook.com/ManulifePH)  
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[www.instagram.com/ManulifePH](https://www.instagram.com/ManulifePH)  
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[www.linkedin.com/company/manulife-philippines](https://www.linkedin.com/company/manulife-philippines)



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Message from the Chairperson



For more than a century, Manulife Philippines has been helping Filipinos become financially secure and live their best lives through innovative products and services. Throughout many changes and challenges, the Company continues to be a leading life insurer in the country and remains steadfast in its mission to make decisions easier and lives better for Filipino families.

The true purpose of insurance has never been more amplified than when COVID-19 disrupted the way we live our lives. It pushed many businesses and industries to rethink and recalibrate, affected everyone in unique ways, and made business continuity, agility, and resilience the ultimate gauge of survival.

Adapting to the Changing Environment

Amid these extraordinary challenges, I am proud to see how Manulife Philippines remains strong and resilient in supporting Filipino customers during the lockdown. The tenacity of the whole Manulife community to adapt to the ever-evolving changes has been truly inspiring. Because of Manulife’s digital transformation journey, the Company has been able to weather this unprecedented storm. When customers everywhere have had to shift to digital, Manulife Philippines leveraged resources to be at the forefront of adapting to the situation. The Company’s digital suite continues to be intuitive and best in their class.

Putting a premium on agility and remote work, Manulife Philippines has also leveraged emerging technology and virtual resources to empower its agency force and workforce to thrive despite the volatility and ambiguity. In 2020, Manulife Philippines was the first in the industry to receive regulatory approval for non-face-to-face selling. The Company then further enhanced its electronic point of sale (ePOS) to enable sales activities during the pandemic.

The Company also introduced new products attuned to customers’ most pressing needs. For instance, since there is no one-size-fits-all when it comes to critical illness, Manulife Philippines launched HealthFlex, the first and only life and health insurance solution in the market providing customers the flexibility to build the right health plan according to their protection needs.

Charting the Way Forward

Manulife Philippines has enabled its people to be transformation champions—understanding and embracing new mindsets, technologies, and processes to adapt to changes. Huge credit goes to the leadership team for showing clarity, direction, and compassion, providing approaches and solutions, which continued to bring Manulife forward amid the uncertainties.

The year 2020 has sharpened our clear sense of purpose to make decisions easier and lives better. Today, we find ourselves in a position of strength to serve our customers, well placed to navigate the future.

On behalf of the Board of Directors, I’d like to thank our winning team for showing tenacity, courage, and a great deal of collaboration to deliver on our business goals, especially in the midst of unprecedented challenges. Please continue all the good work you’ve been doing, by seeking new ways to help Filipinos live **every day better**.

**Sachin N. Shah**  
Chairman of the Board  
Manulife Philippines

# Message from the President and CEO



**Richard Bates**  
President and CEO  
Manulife Philippines

2020 was such a historic year, as the COVID-19 pandemic became the biggest, most unexpected gamechanger the world has seen in many years. Our reality has been dramatically transformed, not only in the way organizations do business, but also in how we live our lives and prepare for the future.

While 2020 was tough, I am incredibly proud of the strength and resilience our Manulife team demonstrated, as we navigated the unprecedented challenges that came our way. Our main priority throughout the year was the health and safety of our employees, distribution partners and customers; however, we did not lose our focus on our business goals. Together, we found new ways of working, selling, servicing, and engaging with our stakeholders, turning adversities into opportunities to make *every day better*.

## Putting Customers First

At the onset of the pandemic, we quickly responded with additional COVID-19 coverage for existing policyholders. During lockdown, we extended premium payment grace periods, knowing our customers would be unable to leave their homes to make payments.

Throughout the year, we focused on finding new ways to support our customers, to help ensure that, while the world seemed to pause due to COVID-19, their future plans would not be put on hold.

We ramped up our digital tools to serve them better. Our customer self-service portal Manulife Online was enhanced with new features that allow access to important policy information, and expanded online premium payment options. This has enabled customers to make inquiries and payments, without having to physically visit a Manulife branch. We have seen a notable lift in enrollment and usage in the past year.

We have also simplified claims, as we activated digital claims submission via our website. Customers can make their request in just three simple steps, and policy proceeds are paid out directly to their bank accounts.

Finally, we launched new products that extend coverage to more Filipinos during difficult times, and which provide the best solutions to their life and health protection needs. We were the only insurer to offer a limited-time special rate on our top-selling protection products, at the height of the pandemic. We also re-introduced our one-year and five-year term life insurance products, making premium payments more affordable, so we can help more Filipino families get protection when they need it most.

As many Filipinos recognize the increased importance of staying healthy and being financially protected, particularly during the pandemic, we launched an innovative life and health insurance solution, HealthFlex. This

plan provides customers the flexibility to select the right critical illness protection package for their needs, and enhance their coverage by adding optional benefits of their choice. Manulife HealthFlex covers customers from age 0-70 – the widest range for a critical illness product in the market - making protection accessible to more Filipinos.

## Empowering our Agency Force

Of equal importance to us has been making sure that we enable our insurance advisors to continue doing business during this time. The continued community quarantine has significantly challenged traditional sales processes, putting the spotlight on our digital tools and the significant investment we’ve made in them, even prior to the pandemic. Our Electronic Point of Sale (ePOS) has helped our advisors create proposals, and process and submit applications without the need for paper forms. Couple with non face-to-face selling protocols, this tool has allowed our insurance advisors to balance their sales activity, and their health and safety amid the quarantine.

## Winning Team

As we have invested in tools for our customers and distributors, we have done the same for our employees. Investment in our hardware and network infrastructure have enabled a robust Business Continuity Plan that allowed 100% of our employees to work from home from Day of the community quarantine. By using collaboration tools, our team has been able to communicate actively and work together, even when we are physically apart.

## Sharing our Humanity

One of our key community initiatives in 2020 was extending Php4 billion in insurance coverage to 85,000 two-wheel delivery riders. Recognizing the heroism of these frontliners, giving them free personal accident and accidental death coverage during the community quarantine helped them perform their duties with peace of mind as essential workers.

When the country implemented distance learning in light of the COVID-19 pandemic, we evolved our Peso Smart financial literacy program to support Filipino students’ distance learning needs. We launched Peso Smart x RecoveREADS, a learning program in partnership with Corazon Sanchez Atayde Memorial Foundation (CSAMF), which equipped more than 100 elementary students in Pasig City with Peso Smart learning kits. This shift has allowed us to maintain our commitment to teaching young students important lessons on money management, thus empowering them to build a secure future for themselves and their loved ones.

In the midst of a challenging year, we emerged as a stronger Manulife Philippines team by demonstrating our core values and staying true to our mission. We looked out for each other and kept our focus on our collective goals together, changing the way we do things in response to changes in our environment and our customers’ needs.

I am grateful to have an amazingly resilient and strong team who are at the forefront of Obsessing About Customers, Thinking Big, Owning It, Getting Things Done Together, Doing The Right Thing, and Sharing Their Humanity, especially when it matters most.

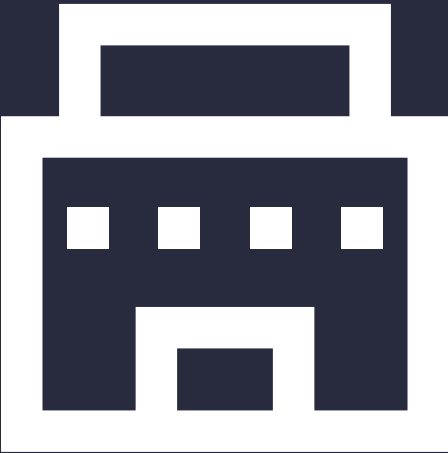
# About Manulife

Manulife Financial Corporation is a leading international financial services group that helps people make their decisions easier and lives better. With our global headquarters in Toronto, Canada, we operate as Manulife across our offices in Canada, Asia, and Europe, and primarily as John Hancock in the United States. We provide financial advice, insurance, and wealth and asset management solutions for individuals, groups and institutions.

At the end of 2020, we had more than 37,000 employees, over 118,000 agents, and thousands of distribution partners, serving over 30 million customers.

As of December 31, 2020, we had CAD 1.3 trillion in assets under management and administration, and in the previous 12 months we made CAD 31.6 billion in payments to our customers.

Our principal operations are in Asia, Canada and the United States where we have served customers for more than 155 years. We trade as ‘MFC’ on the Toronto, New York, and the Philippine stock exchanges and under ‘945’ in Hong Kong.



## Our Mission

Decisions made *easier*.  
Lives made *better*.

Our Five Strategic Priorities



*Portfolio Optimization*  
We are actively managing our legacy businesses to improve returns and cash generation while reducing risk.



*Expense Efficiency*  
We are getting our cost structure into fighting shape and simplifying and digitizing our processes to position us for efficient growth.



*Accelerate Growth*  
We are accelerating growth in our highest-potential businesses.



*Digital, Customer Leader*  
We are improving our customer experiences, using digitization and innovation to put customers first.



*High-Performing Team*  
We are building a culture that drives our priorities.

## Our Values

Our values represent how we operate. They reflect our culture, inform our behaviors, and help define how we work together.

- 1. Obsess about customers**  
We predict our customers’ needs and do everything in our power to satisfy them.
- 2. Do the right thing**  
We act with integrity and do what we say.
- 3. Think big**  
Anything is possible. We can always find a better way.
- 4. Get it done together**  
We’re surrounded by an amazing team. We can do it better by working together.
- 5. Own it**  
We have the freedom and power to make decisions and the courage to pursue our mission and vision.
- 6. Share your humanity**

## Manulife Philippines

The Manufacturers Life Insurance Company (Manulife) 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.

1907

Founding Year

US\$ 2.4 Billion

Assets Under Management

US\$ 230 Million

Total Premium for Wealth

US\$ 117 Million

Total Premium for Insurance

10,500

Insurance Commission-Licensed Agents

450,775

Policies in Force



# Ownership Structure



\*Beneficial Owner  
\*\* 40% Owned by China Banking Corporation  
All Entities are 100% controlled unless otherwise indicated



# Board of Directors

\*as of November 2020



**Sachin Shah**  
**Chairperson**

Sachin N. Shah (53) was appointed General Manager, Emerging Markets, Asia in August 2020. He is a member of Manulife’s Asia Executive Committee and Global Leadership Team.

Sachin is responsible for driving the development of the Company’s operations in Southeast and South Asia – namely Cambodia, India, Indonesia, Malaysia, Myanmar, Philippines and Vietnam. The General Managers of these markets report to him. He is based in Singapore.

Sachin has vast industry experience, principally in Asia and the United States. He joined Manulife from AIG, where he was CEO, Asia Pacific General Insurance. He previously held a variety of senior leadership roles across a 20-year tenure at MetLife, most recently as Chairman, President and CEO, MetLife Japan. Sachin also served as President of the American Chamber of Commerce in Japan.

He has a Masters in Finance and Technology from Stevens Institute of Technology.



**Richard Bates**  
**Executive Director**

Richard Bates (47) is the President and CEO of Manulife Philippines. He currently serves as an executive director of Manulife Philippines, Manulife China Bank Life Assurance Corp., and Manulife Asset Management and Trust Corporation. He first served as a director of said companies in 2019.

Prior to joining Manulife, Richard served as the Chief Executive Officer of AIA (Cambodia) Insurance PLC. He likewise held other roles with AIA for over nearly 10 years, including Chief Representative, Regional Director, and Group Head, Corporate Transactions. Richard also worked with KPMG Hong Kong before working for AIA.

Richard graduated from the University of Portsmouth in England with a degree in business administration and management.



**Matthew Lawrence**  
**Non-Executive Director**

Matthew Edward Lawrence (44) serves as a non-executive director of Manulife Philippines, Manulife Financial Plans, Inc., and Manulife China Bank Life Assurance Corp. He was first elected as director on 01 October 2019. He also serves as a member of the Company’s Audit Committee, Nomination and Remuneration Committee, and Related Party Transactions Committee. Matt joined Manulife as Regional Controller, Asia, on 30 June 2019. In this role, he is responsible for the Asia regional finance team, overseeing financial planning and analysis, management reporting, expense management and accounting policy.

Matt has over 20 years of experience in the insurance industry, holding leadership positions in both the corporate and professional services fields that span across North America, Europe and Asia. Prior to joining Manulife, he worked at Prudential where he held a series of progressive roles; most recently as Finance Director of Prudential Assurance Company Singapore, where he was responsible for strategic planning and analysis, financial reporting, finance operations, and finance innovation. Prior to his time with Prudential, he spent many years at KPMG and has experience that covers accounting advisory, audit, and transaction services.

A Chartered Accountant and Fellow of the Institute of Chartered Accountants in England and Wales, Matt holds a Bachelor of Science in Economics from London School of Economics and Political Science. He speaks frequently at industry events on the subject of accounting change for insurance, most recently speaking at events in Singapore, Hong Kong and South Korea.



**Anthony Buchanan**  
**Non-Executive Director**

Anthony Buchanan (40) serves as a non-executive director of Manulife Philippines and Manulife Financial Plans, Inc., having been first elected as such on 01 January 2020.

Anthony is the Head of Operations and IT Performance of Manulife Asia. He is likewise a member of the board of directors of Manulife IT Development Centre and a board supervisor of Manulife Information and Technology Services Co., Ltd. in Chengdu, China. Prior to joining Manulife, Anthony was the Head of IT and Operations Performance and Planning of QBE Emerging Markets. Prior to that Anthony came from a strategy and IT consulting background working with Capgemini and Ernst & Young.

Anthony is a Mechanical Engineering graduate of Monash University in Victoria, Australia and has a Masters in Aeronautical Engineering from the same university.

# Board of Directors

\*as of November 2020



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

Rhoda Regina Rara (54) serves as an Independent Director of Manulife Philippines, Manulife Financial Plans, Inc., and Manulife China Bank Life Assurance Corp. She was first elected as Independent Director in September 2007.

She also chairs the Nomination and Remuneration Committee and Related Party Transaction Committee of the Company. 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, and an accredited Mandatory Continuing Legal Education lecturer. She was also a Professor of Criminal Law at the De La Salle University College of Law.

Prior to her present roles, Regina was a Partner at Ponce Enrile Reyes & Manalastas Law Offices (1990-2004), and 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.



**Janette L. Peña**  
**Independent Director**

Janette L. Peña (61) is an Independent Director of Manulife Philippines, Manulife Financial Plans, Inc., and Manulife China Bank Life Assurance Corp. She was first elected as Independent Director of the Company in 2007.

She is also the Chairperson 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.



**Conrado Favorito**  
**Independent Director**

Conrado Favorito (62) is an Independent Director of Manulife Philippines, Manulife Financial Plans, Inc., and Manulife China Bank Life Assurance Corp. He was first elected as director of the Company in April 2018.

He is currently the Chief Executive Officer-President and Chief Consultant of his company, Mr. Fave Management Training & Consulting Services. He serves as his company's TQM & ISO 9001 Consultant, Keynote Speaker, Trainer, Author/ Editor and Resource-person. Likewise, he is an ISO Consultant of Sison, Carillo, Parone & Co. He is also an accredited partner/speaker/trainer of Ariva Academy, South East Asia Speakers & Trainers Bureau, and SMESoft.

Conrad holds a Pre-Divinity/Philosophy degree from the Ateneo de Manila University and a Master in Business Management degree from the Asian Institute of Management.



# Executive Committee

\*as of May 2021



**Richard Bates**  
President & Chief Executive Officer



**Sandeep Deobhakta**  
President & Chief Executive Officer,  
Manulife China Bank Life  
Assurance Corporation



**Macaria Trinidad Gaspar**  
President & Chief Executive Officer  
Manulife Asset Management and Trust  
Corporation



**Katerina Suarez**  
SVP & Chief Financial Officer



**Melissa Angela Henson**  
SVP & Chief Marketing Officer



**Stephen Ong**  
SVP & Chief Distribution Officer



**Fritzie Tangkia-Fabricante**  
SVP & Chief Legal and  
Compliance Officer



**Anna Villamor**  
SVP & Chief Human Resources Officer  
\*as of January 1, 2021



Senior Officers



**Mikael Diaz De Rivera**  
VP and Head of Distribution  
Operations



**Bellaflor De Los Reyes**  
SVP and Executive Territory Head



**Marlon Vicente**  
VP and Senior Territory Head



**Roselle Sibayan**  
VP and Head of Agency Training



**Edwin Magpantay**  
VP and Controller



**Jose Eduardo Ang**  
VP and Chief Actuary



**Maria Trinidad Henson**  
VP and Client Centricity Head



**Katherine Wong**  
VP and Brand, Marketing  
Communications and  
Digital Head



**Judy San Jose**  
VP and Customer and Policy  
Administration Head



**Wynnford Medrano**  
VP and Head of Corporate  
Real Estate



**Renan David**  
VP and New Purchase  
Experience Head



**Maxima Linda Galido**  
VP and Product Owner



**Jeffrey Jardin**  
Head of Risk Management and  
Data Protection Officer



**Jared Anthony Uichico**  
VP and Head of  
Partnership Distribution



**Abbiegail Divinagracia Sac**  
Corporate Secretary



**Jenell Lagman**  
VP and Head of Analytics



**Mervin Keng**  
VP and Territory Head



# Manulife in the Philippines

## Manulife Philippines

In 1901, the first Manulife life policy was sold in the Philippines . A few years later, in 1907, the Manufacturers Life Insurance Company received its license to engage in business in the country. Since then, Manulife has grown to become one of the top life insurance companies in the Philippines.

Prior to incorporation , Manulife operated as a Philippine branch from February 1907 to December 1998 . Since January 1, 1999, the Manufacturers Life Insurance Co. (Phils.), Inc. (Manulife Philippines) has operated as a wholly-owned domestic subsidiary of Manulife Financial Corporation .

Manulife Philippines also operates a pre-need subsidiary, Manulife Financial Plans, Inc. (MFP); a bancassurance joint venture company, Manulife China Bank Life Assurance Corporation (MCBL) with China Banking Corporation; and an asset management and trust company, Manulife Asset Management and Trust Corporation (MAMTC).

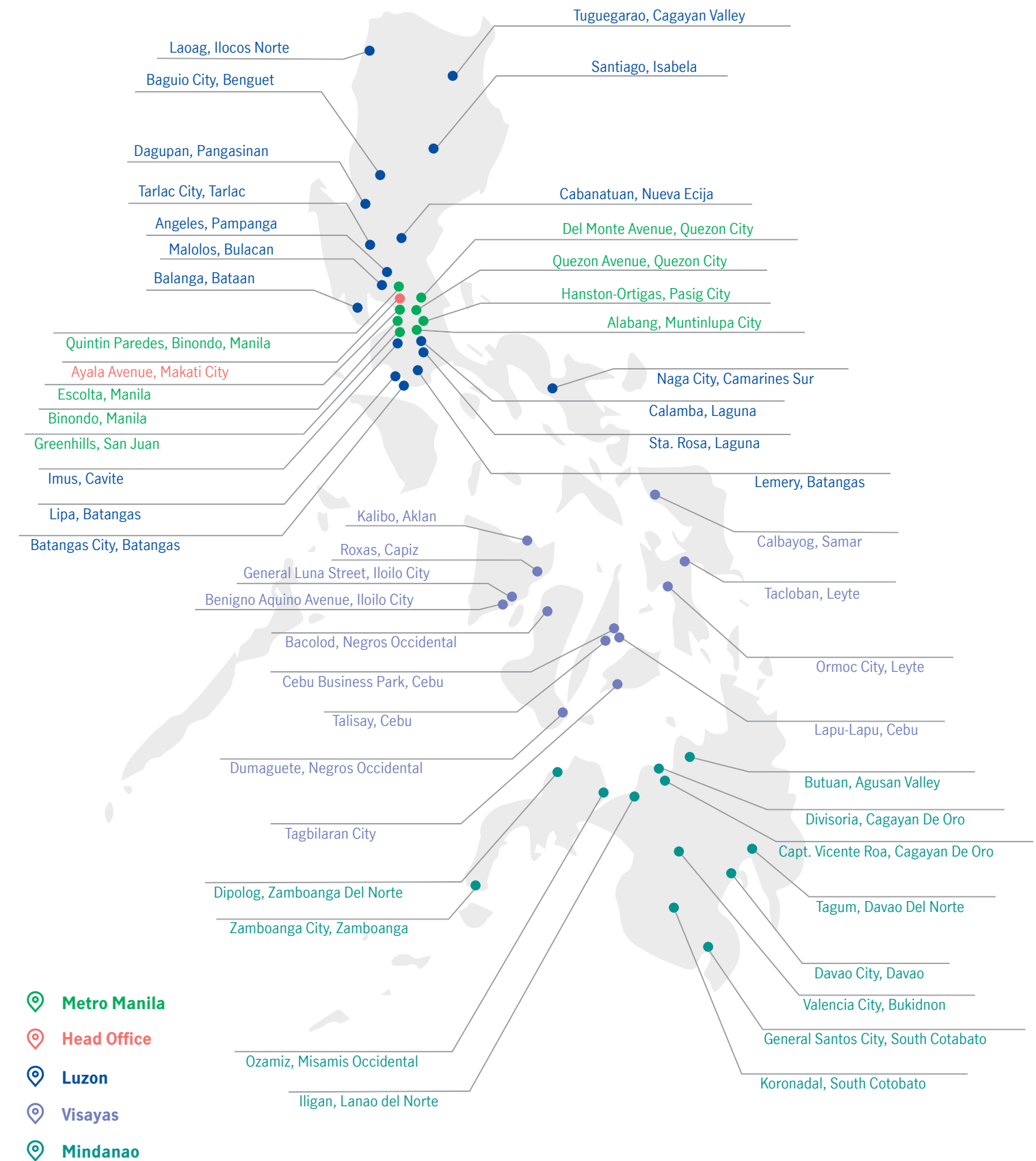
## MBPS and MITDC

Manulife also operates two offshoring businesses in the country: Manulife Data Services, Inc., more commonly known as Manulife Business Processing Services (MBPS), and Manulife IT Delivery Services (MITDC).

MBPS is a wholly-owned subsidiary of Manulife Financial Corporation. It was established in 2006 to provide financial, insurance, and wealth management operations services to Manulife 's global operations that span across Asia , Canada, and the U.S. Manulife IT Delivery Center (MITDC) was established in the Philippines in 2019 to deliver and maintain digital solutions, to provide faster and better service to Manulife customers across Asia. Apart from its operations in Manila, it also has a branch in Ho Chi Minh, Vietnam.

MBPS and MITDC are operated by Manulife global and are independent from the operations of Manulife Philippines.

# Branch Map







## Our Subsidiaries

### Manulife Asset Management

**Manulife Asset Management and Trust Corporation (MAMTC)** is a wholly-owned subsidiary of Manulife Philippines. MAMTC acquired its trust and other fiduciary business license from the Banko Sentral ng Pilipinas in 2017 and started operations in September 2017. It is the first trust corporation in the Philippines that is backed by a leading multinational financial services group.

MAMTC is part of the global network of asset management companies of Manulife Investment Management the global asset management arm of Manulife Financial Corporation. Manulife Investment Management has operations in 17 countries and territories and has more than 450 investment professionals. Assets under management of Manulife Asset Management amount to approximately US\$ 409 Billion.

Leveraging Manulife Investment Management’s global and regional investment capability, MAMTC aims to provide investment solutions that can help clients grow their wealth portfolio according to their risk and return objectives. MAMTC’s competitive advantage of interconnectivity and idea sharing among the network of investment management professionals is unmatched by many local and global asset managers. It has access to the best investment ideas from 10 markets across Asia and the funds under its management benefit from real time information, market and policy insight and investment know-how that only strong connectivity can provide.



**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%.



Corporate Governance Policy

Manulife Philippines is committed to its full compliance with the Insurance Commissions' Code of Corporate Governance. The Company recognizes its primary responsibility to ensure effective corporate governance oversight throughout the organization and is committed to maintain and continue improving its good corporate governance culture and practices.

Ensuring that the needs and interests of all its stakeholders are taken into account in a balanced and transparent manner is essential to the Company's success.

Corporate Governance Manual

The Board of Directors of the Company, during its 28 November 2016 meeting, unanimously approved and adopted the Corporate Governance Manual for Manulife Philippines. This Manual was adopted from Manulife's existing Asia Directors' Manual and was modified to conform to local regulations.

The Manual's objective is to institutionalize the principles of good corporate governance and to promote awareness of the principles in the entire organization.

The approval and adoption of the Manual likewise 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 Revised Corporation Code of the Philippines, the Company By-laws, the Manual of Corporate Governance, and all other relevant laws, rules, regulations and internal policies.

Under the Corporate Governance Manual, the following are among the matters that must be generally put before the Board of Directors:

1. Reviewing and approving the Company's business plans prepared by management and monitoring the performance of the Company against these plans;
2. Considering the business risks and the Company's risk management mechanisms and internal control and management information systems;
3. Reviewing and approving financial statements, major capital expenditures, raising capital and other major financial activities;
4. Monitoring and evaluating executive performance, hiring, compensation, assessment, development and succession;
5. Considering issues relating to the Company's line of business and decisions regarding the allocation of resources to lines of business (though as a practical matter, the Board may take instructions based on divisional reporting lines)
6. Approving the appointment of senior management, at the instruction of the shareholder(s);
7. Reviewing and approving organizational restructurings, mergers, acquisitions and divestitures; and
8. Ensuring the integrity of communications between the Company and its stakeholders.

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 assessing whether the Company's 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 policies and documents, including the financial statements and related disclosures

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 highlighting significant issues that have arisen.

Specifically, the Audit Committee has the following duties:

1. **Oversight of the External Auditor.**  
This includes reviewing the performance of the External Auditor and recommending to the Board of Directors the appointment, re-appointment, or removal of the External Auditor.
2. **Financial Reporting.**  
This includes review of the audited financial statements, significant financial reporting issues and judgments, major issues as to the adequacy of the Company's internal controls, and regulatory and accounting changes, among others.

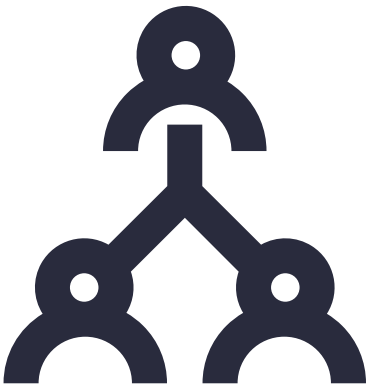
prior to their release. In accordance with the Revised Corporation Code, the Board of Directors also approves the declaration of Company dividends out of the unrestricted earnings which shall be payable in cash, property, or in stock to all stockholders on the basis of outstanding stock held by them.

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.

3. **Oversight of the Company's Internal Audit Function**  
This includes review of the scope and independence of the internal audit function, internal audit plan, and reports of the internal audit department.

4. **Oversight of the Company's Compliance and Risk Management Program**  
This includes the review of reports prepared by management on the Compliance Program, Risk Management Program, review of investments or transactions that could adversely affect the well-being of the Company, and reports on regulatory findings and management's response thereto.

The Audit Committee reviewed the Company's material controls and risk management program, and found them to be adequate.





In 2020, the Audit Committee met three times as shown below:

Name of Director	Date of meeting		
	08 June 2020	07 August 2020	27 November 2020
Janette Peña (Chairperson/Independent)	✓	✓	✓
Rhoda Regina Rara (Independent)	✓	✓	✓
Conrado Favorito (Independent)	✓	✓	✓
Matthew Lawrence (Non-Executive)	✓	✓	✓
Anthony Buchanan (Non-Executive)	✓	✓	✓

In 2020, the Audit Committee's majority membership was composed of Independent Directors. It is chaired by an Independent Director, as shown below:

Audit Committee	
Janette Peña	Chairperson/Independent Director
Rhoda Regina Rara	Independent Director
Conrado Favorito	Independent Director
Matthew Lawrence	Non-Executive Director
Anthony Buchanan	Non-Executive Director

In its recent meeting on April 16, 2021, the Audit Committee recommended for board approval the appointment of Sycip, Gorres Velayo & Co. (SGV & Co.) as the Company's external auditor for 2021.

Nomination & Remuneration Committee

Pursuant to law and Manulife's commitment to international best practices in the area of corporate governance 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.

The following characteristics are necessary for existing directors, as well as for new candidates being considered for nomination as a director:

1. A reputation for integrity and ethical behavior;
2. A demonstrated ability to exercise judgment and communicate effectively;
3. Financially knowledgeable;
4. Prominence in the individual's area of expertise;

5. Previous experience relevant to the operations of the Company; and
6. Sufficient time to dedicate to Board and Committee work.

In addition, the Manual of Corporate Governance provides that while directors are not precluded from accepting several appointments, they must nevertheless carry out their fiduciary obligation to each corporation they serve.

Thus, Executive Directors shall submit themselves to a low indicative limit of four or lower on membership in other corporate boards. The same low limit applies to independent directors who serve as full-time executives in other corporations.

In the search of a candidate for directorship, the Company engages professional search firms in identifying candidates to the Board, if necessary.

After review by the Committee of the candidate's qualifications, it informs the stockholders, through the Corporate Secretary, that it has vetted the individuals nominated for election as director.

Each shareholder with voting privilege may thereafter vote in the manner provided by law and the Company's By-laws. After the election, the Corporate Secretary declares the duly-elected directors.

In 2020, the Nomination and Remuneration Committee met twice to deliberate and recommend for board approval nominees to the Board and corporate officers. The Committees ascertained that the qualifications and experience of the nominees are in line with the Company's strategic direction.

Name of Director	Date of meeting	
	08 June 2020	27 November 2020
Rhoda Regina Rara (Chairperson/Independent)	✓	✓
Janette Peña (Independent)	✓	✓
Conrado Favorito (Independent)	✓	✓
Matthew Lawrence (Non-Executive)	✓	✓
Vibha Coburn (Non-Executive) (June 8 to November 27, 2020)	X	n/a
Sachin Shah (Non-Executive) November 27, 2020 - present	n/a	X

In 2020, the Nomination and Remuneration Committee's majority membership was composed of Independent Directors. It was chaired by an Independent Director, as shown below:

Nomination & Remuneration Committee	
Rhoda Regina Rara	Chairperson/Independent Director
Janette Peña	Independent Director
Conrado Favorito	Independent Director
Matthew Lawrence	Non-Executive Director
Vibha Coburn (April 8 – November 27, 2020)	Non-Executive Director
Sachin Shah (November 27, 2020 – present)	Non-Executive Director

Board Process

The Board meetings are generally held on a quarterly basis unless a special meeting is necessary to consider urgent matters. The schedule of meetings for 2020 was presented to the Board and approved on15 November 2019.

The directors receive the notice of the meeting at least two (2) weeks before the meeting and the materials at least five (5) business days in advance. The meeting pack includes information on the Company's operation, minutes of the last Board and Committee meetings, 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.

Annually, the Corporate Secretary distributes a Board Effectiveness Survey to be accomplished by the directors.

The survey covers the following matters: Board Responsibility, Board Operations, Board and Committee Effectiveness, and Individual Director Self-Evaluation. In 2019, the directors accomplished the Board Effectiveness Survey.

The Board of Directors also assesses the President and CEO's performance for the previous year.



Board Meetings

The Board met three (3) times in 2020. The Board members’ attendance during meetings is shown below:

Name of Director	Date of meeting			
	08 June 2020	07 August 2020	27 November 2020	Percentage
Sachin Shah	n/a		✓	n/a
Vibha Coburn	✓	✓	n/a	n/a
Richard Bates	✓	✓	✓	100%
Janette Peña	✓	✓	✓	100%
Rhoda Regina Rara	✓	✓	✓	100%
Conrado Favorito	✓	✓	✓	100%
Anthony Buchanan	✓	✓	✓	100%
Matthew Lawrence	✓	✓	✓	100%

All directors attended 100% of the meetings during which they were eligible to attend.

Venue of Meetings

In 2020, all Board and Committee meetings were held via videoconference in line with precautions taken against COVID-19, and in compliance with SEC Circular No. 6, series of 2020.

Directors’ Orientation Program and Continuing Education

All newly elected directors are given an orientation by the Corporate Secretary on the organizational profile, charters, By-laws, policies and procedures of the Company. As required by regulations, the Company also facilitates the enrollment of all new directors to a corporate governance seminar by an accredited provider within three (3) months from onboarding.

All directors are required annually by the Company to undergo Anti-Money Laundering and Anti-Terrorism and Financing (AMLTF) training and certification. They are also required to review and sign the Company’s Code of Business Conduct and Ethics (COBE) and a Conflict of Interest Disclosure Statement.

All directors are likewise encouraged to attend seminars that would aid them in their functions as members of the Board.

Board Remuneration

Under the Company’s By-laws, directors shall be entitled to receive only such compensation as may be granted to them by the vote of the stockholders representing at least seventy percent (70%) of the outstanding capital stock.

Currently, independent directors receive a per diem for every board meeting attended. Executive and non-executive directors do not receive compensation for the performance of their functions as a director.

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 are deliberated and discussed by the Nomination and Remuneration Committee which shall evaluate the nominees’ competency and credentials, and shall make appropriate endorsement and 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 skills, experience and integrity that are most important in assessing candidates and their potential contributions.

Corporate Secretary

The Corporate Secretary is a lawyer, Filipino citizen and resident of the Philippines. Concurrently, she is the Head of Legal of the Company since November 3, 2020. Prior to joining the Company, she was the Head of Legal (2016-2018), Head of Legal & Compliance Strategy and Quality Assurance (2018-2019), and Head of Compliance (2020) of another insurance company.

As Corporate Secretary, she is primarily responsible for the following:

1. Ensure that all Board procedures, rules and regulations are strictly followed;
2. Safekeeping and preservation of the integrity of the minutes of the meetings of the Board and its Committees, as well as the other official records of the Corporation;
3. Inform the members of the Board, in accordance with the By-laws, of the agenda of their meetings and ensure the members have before them accurate information that will enable them to arrive at intelligent decisions on matters that require their approval;
4. Attend all Board meetings except for justifiable causes; and
5. Prepare and submit all necessary documents and certifications as may be required by laws and regulations.

Risk Management

Delivering on our mission “Decisions made easier. Lives made better”, our ambition is to transform into the most digital, customer-centric global company in our industry, while delighting our customers, engaging our employees, and delivering superior returns for our shareholders. The activities required to achieve these results involve elements of risk taking.

Our approach to risk management is governed by our Enterprise Risk Management (“ERM”) Framework. This framework provides a structured approach to implementing risk taking and risk management activities across the enterprise, supporting our long-term revenue, earnings and capital growth strategy. It is communicated through risk policies and standards, which are intended to enable consistent design and execution of strategies across the organization. We have a common approach to managing all risks to which we are exposed, and to evaluating potential directly comparable risk-adjusted returns on contemplated business activities. Our risk policies and standards cover:

- **Risk roles and authorities** – Assignment of accountability and delegation of authority for risk oversight and risk management, as well as accountability principles;

- **Governance and strategy** – The types and levels of risk the Company seeks given its strategic plan, the internal and external environment, and risk appetite which drives risk limits and policies;

- **Execution** – Risk identification, measurement, assessment and mitigation which enable those accountable for risks to manage and monitor their risk profile; and

- **Evaluation** – Validation, back testing and independent oversight to confirm that the Company generated the risk profile it intended, root cause analysis of any notable variation, and any action required to re-establish desired levels when exposures materially increase to bring exposures back to desired levels and achieve higher levels of operational excellence.

Our risk management practices are influenced and impacted by external and internal factors (such as economic conditions, political environments, technology and risk culture), which can significantly impact the levels and types of risks we might face in pursuit of strategically optimized risk taking and risk management. Our ERM Framework incorporates relevant impacts and mitigating actions as appropriate.

Three Lines of Defense Model

A strong risk culture and a common approach to risk management are integral to Manulife’s risk management practices. Management is responsible for managing risk within risk appetite and has established risk management strategies and monitoring practices. Our approach to risk management includes a “three lines of defense” governance model that segregates duties among risk taking activities, risk monitoring and risk oversight, and establishes appropriate accountability for those who assume risk versus those who oversee risk.

**Our first line** of defense includes the Chief Executive Officer (“CEO”) and Function Heads. The Chief Executive Officer is ultimately accountable for our business results, the risks we assume to achieve those results, and for the day-to-day management of the risks and related controls, and the Function Heads are accountable for the management of the risks and related controls for their function.

**The second line** of defense is comprised of the Company’s Head of Risk Management, the Risk Management function, the Company’s Chief Compliance Officer and the Compliance function, and other oversight functions. Collectively, this group provides independent oversight of risk taking and risk management activities across the enterprise. Risk oversight committees, through broad-based membership, also provide oversight of risk taking and risk management activities.

**The third line** of defense is Audit Services, which provides independent, objective assurance that controls are effective and appropriate relative to the risk inherent in the business and that risk mitigation programs and risk oversight functions are effective in managing risks.





## Risk Culture

To enable the achievement of our goals and strategies, we are committed to a set of shared values, which reflect our culture, inform our behaviors, and help define how we work together:

- **Obsess about Customers** – Predict their needs and do everything in our power to satisfy them.
- **Do the Right Thing** – Act with integrity and do what we say.
- **Think Big** – Anything is possible. We can always find a better way.
- **Get it Done Together** – We’re surrounded by an amazing team. Do it better by working together.
- **Own it** – Feel empowered to make decisions and take action to deliver our mission.
- **Share your Humanity** – Build a supportive, diverse and thriving workplace.

## Risk Culture Vision

Within this context, we strive for a risk aware culture, where individuals and groups are encouraged, feel comfortable and are proactive in making transparent, balanced risk-return decisions that are in the long-term interests of the Company.

## Risk Culture Framework

We have set a framework of desired behaviors to foster a strong risk aware culture. The framework is assessed against a set of qualitative and quantitative indicators and regularly reported to the Board and senior management, with the intent to continuously identify opportunities to increase risk awareness across the Company.

We believe that risk culture is strengthened once desired organizational

behaviors and attitudes are reinforced through effective application of our corporate values. As such, we communicate key elements of our values through a risk lens to build a strong risk aware culture, including:

- **Transparency** – Encourage an environment where we can get it done together by openly discussing the strengths, weaknesses and potential range of outcomes of an issue, proposal or initiative and making informed decisions. Escalate issues before they become significant problems.
- **Risk appetite** – Once we have assessed a risk or situation, establish a risk appetite and own that decision. Establish appropriate limits and associated delegated authority so we can confidently execute our strategy within our risk appetite.
- **Learn** – Use mistakes and failures as learning moments and share what was learned; think big by sharing beyond teams and business units. Seek out lessons learned from throughout the organization in order to continuously improve and grow our business the right way.
- **Incentives** – Align personal incentives with our goals and how we want to execute our plan. When things go wrong, share our humanity by planning our reaction and maintaining a supportive environment to ensure appropriate incentives for continued transparency and lessons learned.

## Risk Governance

The Board of Directors oversees the Company’s culture of integrity and ethics, strategic planning, risk management, and corporate governance, among other things.

The Board of Directors also carries out its responsibilities directly and through its three standing committees:

- **Audit Committee** – Oversees internal control over financial reporting and our finance, actuarial, internal audit and global compliance functions, serves as the conduct review committee, reviews our compliance with legal and regulatory requirements and oversees the performance, qualifications and independence of our

external auditors.

- **Nomination and Remuneration Committee** – Oversees our human resources strategy, policies, programs, management succession, executive compensation, and pension plan governance.
- **Related Party Transactions Committee** – Oversees transactions among the Company, reviewing and approving before any such material transactions may be entered into, and that such transactions are conducted at arm’s length.

The CEO is directly accountable to the Board of Directors for our results and operations, and all risk-taking activities and risk management practices required to achieve those results. The CEO is supported by the Head of Risk Management as well as by the Executive Risk Committee (“ERC”). Together, they shape and promote our risk culture, guide risk taking throughout our operations and strategically manage our overall risk profile. The ERC, along with other executive-level risk oversight committees, establishes risk policies, guides risk taking activity, monitors significant risk exposures and sponsors strategic risk management priorities throughout the organization.

The Risk Management function, under the direction of the Head of Risk Management, establishes and maintains our ERM Framework and oversees the execution of individual risk management programs across the enterprise. Risk Management seeks to ensure a consistent enterprise-wide assessment of risk, risk-based capital and risk-adjusted returns across all operations.

The ERC approves and oversees the execution of the Company’s enterprise risk management program. It establishes and presents for approval to the Board of Directors the Company’s risk appetite and enterprise-wide risk limits and monitors our overall risk profile, including key and emerging risks and risk management activities. As part of these activities, the ERC monitors material risk exposures, endorses and reviews strategic risk management priorities, and reviews and assesses the impact of business strategies, opportunities and initiatives on our overall risk position. The ERC is supported by a number of oversight sub-committees including:

- **Product Steering Committee** - Oversees insurance risk and reviews risks in new products. Also monitors product design, new product pricing, and insurance risk exposures and trends.
- **Asset Liability Committee** – Oversees market and liquidity risk for insurance products, hedging, and asset liability management programs and strategies.

## Risk Appetite

The Company’s strategic direction drives overall risk appetite. All risk taking activities are managed within the Company’s overall risk appetite, which defines the amount and types of risks the Company is willing to assume in pursuit of its objectives. It is comprised of three components: overall risk taking philosophy, risk appetite statements, and risk limits and tolerances.

## Risk Philosophy

Manulife is a global financial institution offering insurance, wealth and asset management products and other financial services. The activities required to achieve our mission of “Decisions made easier. Lives made better” are guided by our values and involve elements of risk taking. As such, when making decisions about risk taking and risk management, the Company places a priority on the following risk management objectives:

- Safeguarding the commitments and expectations established with our customers, creditors, shareholders and employees;
- Supporting the successful design and delivery of customer solutions;
- Prudently and effectively deploying the capital invested in the Company by shareholders with appropriate risk/return profiles;
- To invest wealth and asset management’s customer assets consistent with their objectives, including investment risks and returns;
- Protecting and/or enhancing the Company’s reputation and brand; and





- To maintain the Company's targeted financial strength rating.

We aim to only accept risks we can appropriately analyze and monitor, we also manage risks which arise outside of our direct influence. We recognize that risk exposures change over time.

If exposures materially increase, we will activate management actions designed to bring exposures back to desired levels. As an integrated component of our business model, risk management assists the Company in achieving our objectives and in reaching higher levels of operational excellence, while encouraging transparency and organizational learning.

### Risk Appetite Statements

At least annually, we establish and/or reaffirm that our risk appetite and the Company's strategy are aligned. The risk appetite statements provide 'guideposts' on our appetite for identified risks, any conditions placed on associated risk taking and direction for where quantitative risk limits should be established. The Company's risk appetite statements are as follows:

- Manulife Philippines accepts a total level of risk that provides a very high level of confidence to meeting customer obligations while targeting an appropriate overall return to shareholders over time;
- Manulife Philippines targets to be in line with its peers in terms of financial strength;
- Manulife Philippines values innovation and encourages initiatives intended to advance the ambition to be a digital customer-centric market leader;
- Capital market risks are acceptable when they are managed within specific risk limits and tolerances;
- Manulife Philippines believes a diversified investment portfolio reduces overall risk and enhances returns; therefore, it accepts credit and alternative long-duration asset related risks;
- Manulife Philippines pursues product risks that add customer and shareholder value where there is competence to assess and monitor them, and for which appropriate compensation is received;
- Manulife Philippines accepts that operational risks are an inherent part of the business when managed with thresholds and tolerances of key risk indicators and will protect its business and customers' assets through cost-effective operational risk mitigation; and
- Manulife Philippines expects its officers and employees to act in accordance with the Company's values, ethics and standards; and to enhance its brand and reputation.

### Risk Limits and Tolerances

Risk limits and tolerances are established for risks within our risk classification framework that are inherent in our strategies in order to define the types and amount of risk the Company will assume. Risk tolerance levels are set for risks deemed to be most significant to the Company and are established in relation to economic capital, earnings-at-risk and regulatory capital required.

The purpose of risk limits is to cascade the total Company risk appetite to a level that can be effectively managed. Manulife establishes stand-alone risk limits for risk categories to avoid excessive concentration in any individual risk category and to manage the overall risk profile of the organization.

### Risk Identification, Measurement and Assessment

We have a common approach and process to identify, measure, and assess the risks we assume. We evaluate all potential new business initiatives, acquisitions, product offerings, reinsurance arrangements, and investment and financing transactions on a comparable risk-adjusted basis. Functional groups are responsible for identifying and assessing key and emerging risks on an ongoing basis. A standard inventory of risks is used in all aspects of risk identification, measurement and assessment, and monitoring and reporting.

Risk exposures are evaluated using a variety of measures focused on both short-term net income attributed to shareholders and long-term economic value, with certain measures used across all risk categories, while others are applied only to some risks or a single risk type. Measures include stress tests such as sensitivity tests, scenario impact analyses and stochastic scenario modeling. In addition, qualitative risk assessments are performed, including for those risk types that cannot be reliably quantified.

We perform a variety of stress tests on earnings, regulatory capital ratios, economic capital, earnings-at-risk and liquidity that consider significant, but plausible, events. We also perform other integrated, complex scenario tests to assess key risks and the interaction of these risks.

Economic capital and earnings-at-risk provide measures of enterprise-wide risk that can be aggregated and compared across business activities and risk types. Economic capital measures the amount of capital required to meet obligations with a high and pre-defined confidence level. Our earnings-at-risk metric measures the potential variance from quarterly expected earnings at a particular confidence level. Economic capital and earnings-at-risk are both determined using internal models.

### Risk Monitoring and Reporting

Under the direction of the Head of Risk Management, the Risk Management function oversees a formal process for monitoring and

reporting on all significant risks at the Company-wide level. Risk exposures are also discussed at various risk oversight committees, along with any exceptions or proposed remedial actions, as required.

On at least a quarterly basis, the ERC and the Board reviews risk reports that present an overview of our overall risk profile and exposures across our principal risks. The reports incorporate both quantitative risk exposure measures and sensitivities, and qualitative assessments. The reports also highlight key risk management activities and facilitate monitoring compliance with key risk policy limits.

Our Chief Financial Officer reports the compliance of the Company to the Insurance Commission's Risk-Based Capital Ratio and Risk-Based Capital Requirement to the Board of Directors quarterly. The Head of Audit Services reports the results of internal audits of risk controls and risk management programs to the Audit Committee quarterly. Management reviews the implementation of key risk management strategies, and their effectiveness, with the Board annually.

### Risk Control and Mitigation

Risk control activities are in place throughout the Company to seek to mitigate risks within established risk limits. We believe our controls, which include policies, procedures, systems and processes, are appropriate and commensurate with the key risks faced at all levels across the Company. Such controls are an integral part of day-to-day activity, business management and decision making.

The Risk Management function oversees implementation of formal review and approval processes for product offerings, insurance underwriting, reinsurance, investment activities and other material business activities, based on the nature, size and complexity of the risk taking activity involved. Authorities for assuming risk at the transaction level are delegated to specific individuals based on their skill, knowledge and experience.

### Emerging Risks

The identification and assessment of our external environment for emerging risks is an important aspect of our ERM Framework, as these risks, although yet to materialize, could have the potential to have a material impact on our operations and/or business strategies. We also consider taking advantage of opportunities identified to improve our competitiveness and ultimately our financial results.

Our Emerging Risk Framework facilitates the ongoing identification, assessment and monitoring of emerging risks, and includes: maintaining a process that facilitates the ongoing discussion and evaluation of potential emerging risks with senior business and functional management; reviewing and validating emerging risks with the ERC; creating and executing on responses to each emerging risk based on prioritization; and monitoring and reporting on emerging risks on a regular basis to the Board.

# Company Policies

## Customer Welfare Policy

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.

The Company commits to offer real value to its customers by providing the highest quality products, service, advice, and sustainable value. The Company also ensures that the customers receive excellent solutions to meet their individual needs. In line with its commitment to customers, the following key initiatives have been rolled-out to support the Company’s bold ambition of becoming a digital, customer-centric market leader.

LoveworCX is an internal service-culture building program that provides employees a series of training and engagement activities aimed at strengthening our value of “obsessing about the customer”.

The Net Promoter System has been implemented across the Company since 2016 as its customer metric and framework for identifying and addressing customer pain points. Feedback from customers is regularly obtained, analyzed and shared with the rest of the organization.

Customer-centric actions and initiatives are then continuously put in place to address customer issues. All of these initiatives help the Company stay focused on its efforts to provide exceptional customer service.



The Company leveraged technology to stay relevant to our customers’ needs and to be able to provide service that is faster and more efficient. Manulife Online is a mobile-optimized customer website that makes it easier and more convenient for customers to access their Manulife accounts anytime, anywhere. Here, they can obtain details such as their account value, when their next payment is due, and other important policy-related information. They can also make premium payments online as well as update their contact details.

The Electronic Point of Sale tool or ePOS is a digital end-to-end sales tool that advisers can use on their tablets to help their clients identify their priorities, find the right products, generate proposals, submit applications and get results in minutes.

During the pandemic, Manulife put a Special COVID-19 customer support hub for all of its customers to attend to all of their concerns, which include all of its digital suite to accommodate cashless transactions and other inquiries, especially when they need it most.

## 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).

In 2020, an online training on Privacy Awareness for the Company’s Privacy Coordinators was conducted. Any privacy-related concern can be sent to [phdataprotection@manulife.com](mailto:phdataprotection@manulife.com). The contact details of our Data Protection Officer can be found at <https://www.manulife.com.ph/Customer-Support> while our Customer Privacy Policy can be found at <https://www.manulife.com.ph/Customer-Privacy-Policy>.

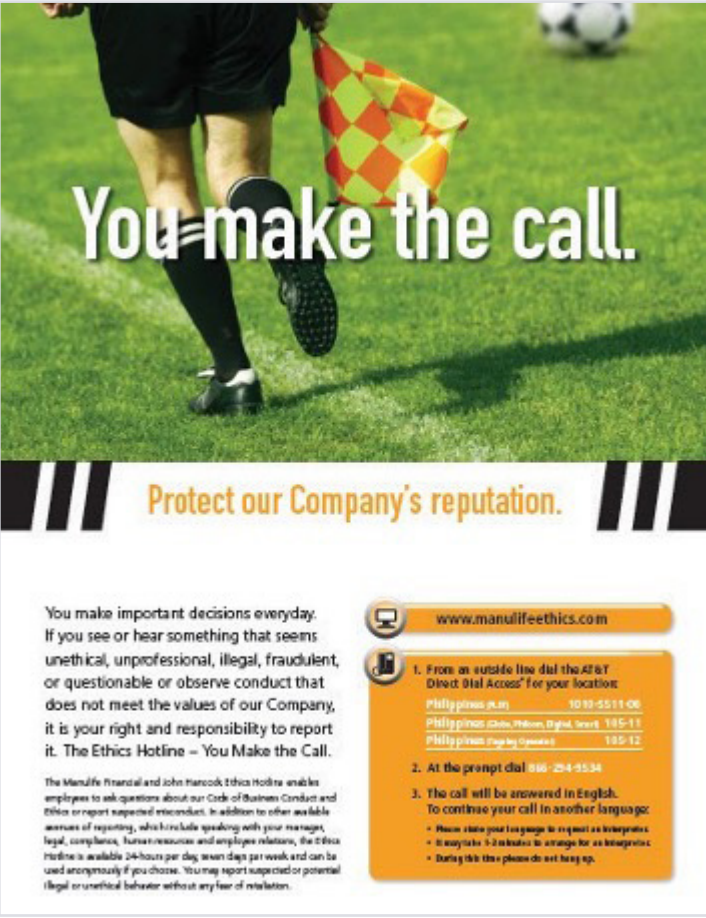
## Anti-Money Laundering and Anti-Terrorist Financing Policy

At Manulife, we are committed to preventing the use of its 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. On an annual basis, we conduct a localized AML refresher training for employees and agents.

In 2020, the Company conducted online training for its new hires on the basic principles of AML. Online Training on AML refresher was provided to all employees and agents.

## Code of Business Conduct and Ethics

Manulife’s Code of Business Conduct and Ethics (COBE) provides standards for ethical behaviour when representing the Company and when dealing with customers, investors, employees, field representatives, external suppliers, competitors, government authorities and the public. It applies to all directors, officers and employees of Manulife and its subsidiaries including sales representatives, third party business associates, contractors and others with certain duties and obligations to the Company. COBE likewise governs any actual or potential conflict of interest and does not waive actual conflicts of interest under any circumstances. Typical controls include clear and complete disclosure of the potential conflict of interest and recusal from any decision-making relating to the situation giving rise to the potential conflict of interest.



To ensure knowledge and familiarity with the provisions of the COBE, directors, employees, senior management and agents are required to undergo training prior to onboarding and annually thereafter as a refresher course. This Code is also available on the Company’s website and is available in print upon request.

## 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 hotline where they are duty-bound to report suspected unethical behaviors or air their grievances anonymously.

## Anti-Bribery and Anti-Corruption Policy

Maintaining high standards of integrity is paramount to success at Manulife. 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 (the Anti-Graft and Corrupt Practices Act ), the Revised Penal Code of the Philippines, the 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 (ABC) 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. Anti-Bribery training material is developed by Manulife Regional Office and customized by local markets.

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 to recommend the imposition of appropriate disciplinary action on the responsible parties.

In 2020, the ABC Policy was cascaded to all employees as a reminder during the holiday season.



Gifts and Entertainment Policy

It is the policy of Manulife that no business or specific transactions may be contingent in any way on the receipt, offer or solicitation of any gift or favor. Further, an employee is prohibited from giving or receiving cash or equivalents to any vendor, broker, producer or other outside third party. However, modest gifts and favors, which would not be regarded as improper, may be accepted or given on an occasional basis. In all cases, an employee giving or receiving a gift or favor must declare the same to the Company’s Compliance Department.

To ensure awareness of the employees of the Company’s Gifts and Entertainment Policy, provisions of the policy are cascaded to the employees before the holiday season when gift giving is prevalent. Similar to other Company policies, employees are required to undergo training on the Gifts and Entertainment Policy prior to onboarding and annually thereafter.

In 2020, the Gifts and Entertainment Policy was cascaded to all employees as a reminder during the holiday season.

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.

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 actual or potential conflict of interest.

Directors and executives are also required to abstain from participating in any discussion on a particular subject that they are conflicted. Any related party transactions, mostly limited to contracts within the Manulife conglomerate, are conducted in such a way as that they are fair and at arm’s length and subject to appropriate review and approval process.

In addition, as required by Insurance Circular Letter No. 2017-29, the Board of Directors approved the Company’s Related Party Transaction Policy on 11 April 2018. The policy provides the framework for transactions among the Company and its related parties and establishes requirements to enable compliance with applicable laws, rules and regulations.

The Company also has a Related Party Transaction (RPT) Committee that reviews and approves before any such material transactions may be entered into. The RPT Committee is composed of a majority of independent directors.

The Board of Directors also regularly reviews the controls in place to determine its soundness and strength.

A summary of the approved related party transactions is provided in Note 27 of the Audited Financial Statements as submitted by the Company to its regulators. The Company has not entered into any transactions which may be classified as financial assistance to other entities other than investee companies.

Financial Statements

Manulife Philippines, as approved by its shareholders and management, engages the services of SGV & Co., a member of Ernst and Young International, as its External Auditor. In 2020, Php 1 million in audit fees were paid to SGV & Co. No non-audit fees were paid.

For the past few years and for the Year 2020, the Company has not received a qualified, adverse or disclaimer opinion in their audit of the Company.

Procurement Policy

Manulife routinely engages with third-party vendors and service providers to support the day-to-day management of business. 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, outsourcing and vendor risk management objectives. 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. Regulatory compliance on third-party outsourcing is met;
- 7. All contracts and supporting documents are reviewed and approved by appropriate officers; and
- 8. Suppliers meet their pricing, service level, and contractual commitments.

Supplier Selection Criteria

At Manulife, it is important 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;
- 7. Willingness to agree to Manulife’s contract terms and conditions;
- 8. Compliance with Manulife’s Outsourcing and Vendor Risk Management Policy which aims to enhance design, structure and effectiveness of risk management processes; and
- 9. Compliance with Government statutory requirements.

Manulife strives to maintain the highest standards of integrity and is committed to fair competition in all its dealings with vendors.

Health and Safety Policy

Manulife is committed to providing a safe and healthy environment for all its employees, agents and customers through:

- Protection of the employees from work related accidents and injuries
- Promotion of a drug free workplace and a healthy lifestyle
- Prevention of violence and harassment in the workplace

The company also ensures compliance with reportorial and program requirements mandated by the Department of Labor and Employment. There is accountability at all levels of management and cooperation with employees for effective implementation of policy and other related programs, such as:

- Occupational First Aid Training - Jan-Feb 2020 OFAT for branches
- Hazard Investigation and Risk Assessment and Control - annually and more frequently if needed since June 2019
- Reporting of unsafe workplace hazards and work practices - monthly
- Fire and Earthquake Evacuation Drills - Aug 2020 (Hanston only, none for NEX due to COVID-19)
- Orientation Programs - monthly

Other company-initiated safety and health activities – COVID-19 Prevention and Control Program, Drug Free Workplace, Mental Health, Monthly Safety Committee Meetings, COVID Incident Management Team Meetings.

The Company is committed to continual improvement by conducting regular reviews and implementing actions necessary to improve its OSH Program.





## Shareholder Information

### Rights of Shareholders

The shareholders have the powers and responsibilities as stated in the Revised 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 the Company’s shareholders (including non-controlling 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, each shareholder is entitled to one vote for each share of stock entitled to vote and recorded in the shareholder’s name in the books of the Company. At all meetings of the shareholders, all elections and all questions shall be decided by the majority vote of the stockholders present in person or by proxy and entitled to vote thereat, a quorum being present, unless it is otherwise provided by law or the Articles of Incorporation.

The shareholders are made aware of these rules and voting procedures governing the 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 of the meeting, including the notice for the annual shareholders meeting, is sent to the stockholders at least 21 days from the date of the actual meeting. As much as possible, the Corporate Secretary ensures that all shareholders are available to attend the general meeting by scheduling the meeting on a commonly acceptable date to encourage attendance of all shareholders.

A 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 held by video conference, the shareholders were given the opportunity to ask questions or raise issues during the Other Matters Agenda of the Meeting.

### The Company’s Shareholders as of April 2021

Name	Shares Held	Amount Paid	% of Ownership	Beneficial Owner	Nationality
The Manufacturers Life Insurance Co.* (MLIC)	929,993.0	Php 929,993,000 .00	99.999%		Canadian
Sachin Shah (Chairman/Non-Executive Director)	1.0	Php 1,000 .00	nil	MLIC	American
Richard Bates (Executive Director)	1.0	Php 1,000 .00	nil	MLIC	British
Matthew Lawrence (Non-Executive Director)	1.0	Php 1,000.00	nil	MLIC	British
Anthony Buchanan (Non-Executive Director)	1.0	Php 1,000 .00	nil	MLIC	Australian
Conrado Favorito (Independent Director)	1.0	Php 1,000.00	nil	MLIC	Filipino
Janette L. Peña (Independent Director)	1.0	Php 1,000 .00	nil	MLIC	Filipino
Rhoda Regina Reyes-Rara (Independent Director	1.0	Php 1,000.00	nil	MLIC	Filipino

\*Holds in trust the shares for Manulife Century Holdings (Netherlands) B.V.



# Employee Corner

## Compensation Philosophy

Manulife’s 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 Manulife 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. Our compensation objectives as an organization are to:

- Provide flexibility to differentiate compensation for top talent
- Maintain competitiveness with the external market
- Prudently manage our compensation expense
- Attract, retain, motivate and reward employees at all levels through competitive compensation structures
- Focus on the execution of our strategic plan
- Maintain alignment with shareholder interests

The Company’s Employee Recognition Program awards on a quarterly basis employees and teams based on responses to the following:

- What did the employee or team do to bring our purpose to life? How did the employee help our customers – whether internal or external – achieve their dreams and aspirations?
- How did the employee or team demonstrate our values (i.e., Obsess about customers, Do the right thing, Think big, Get it done together, Own it, and Share your humanity)

## Training and Development

Given the challenges experienced in 2020, the Company shifted its normal training operations from face-to-face classroom sessions to virtual learning sessions. Starting March 2020, all training sessions have been conducted virtually. Making use of the technology available, virtual training sessions and e-Learning modules have become the norm.

The shift in mode of training delivery has increased efficiency and opened opportunities to invite faculty from members of other departments both locally and from our regional office. Our Customer Centricity programs have also shifted to virtual learning session, while Leadership Development programs leveraged on e-Learning platforms.

The COVID-19 pandemic has made a huge impact in the way we do our business, and has also changed our personal lives. The impact has driven businesses to continuously embrace change, such as normalizing work-from-home arrangements and virtual meetings. These changes have also given rise to some challenges along the way, such as blurring boundaries between work and home. Health and Wellness remains one of the company’s top priorities. Employees have been provided training sessions on topics such as “Mental Health and Coping with COVID-19;” “Mental Resilience: Combating Burnout in the time of COVID-19;” “Mindfulness Seminar: Mindful Parenting During Challenging Times;” and “Financial Wellness 101.”

# Special Feature

## Building resilience and relevance, and thriving in the next normal

Virtually overnight, the threat of COVID-19 has elevated insurance as one of the most important needs of every Filipino. Globally, insurers have had to reimagine, restart, or reform the way business is done. Manulife has cemented its place in the Philippine insurance industry as the Company continues to be transformation champions—leveraging digital technology to adapt to the times; introducing products and services that focus on customers evolving needs, behaviors and lifestyles; and making every day better in an ever-changing world.

### Every day better

To further articulate its mission, Manulife launched its **every day better** tagline, in recognition of the reality that millions of people across Asia face a variety of everyday decisions about their future—whether it’s about education, healthcare, investment, or retirement. **Every day better** encapsulates Manulife’s commitment to giving its customers the confidence that they can take steps today that will improve their lives tomorrow.

The campaign has been integrated successfully across the Manulife community. For employees, it serves as a reminder of the difference each team member can make in helping customers prepare for the future. For agency teams, it helps reinforce agents’ roles as frontliners who are key to delivering Manulife’s brand promise. For customers, it underscores Manulife’s strong commitment to give them the protection they need, so they can worry less about the future and focus on living their best lives today. And for the communities Manulife serves, it amplifies the company’s core value of “Sharing Your Humanity,” supporting advocacies that matter, providing them with relevant and helpful information to help them take charge of their lives, and doing the right thing by becoming a responsible and reliable corporate citizen.

**Every day better** is about helping improve people’s lives and believing that tomorrow will be better than today. It expresses the company’s commitment that, even during the most challenging times, Manulife will keep making every day better for its stakeholders.

 **Manulife**  
Every day better

### The only weight you should have on your shoulders.

For as low as Php 33/day\*, you can live in peace knowing that your child’s health is secured for a lifetime. **Manulife HealthFlex** has an advanced critical illness benefit that resets to 100%\* after the first claim, plus other health benefits that you can tailor fit according to your needs.

\*For age 8., with Early Stage Critical Illness Benefit add-on. Terms and conditions apply.



## What COVID-19 meant for Manulife Philippines

Across industries and geographies, the pandemic has challenged companies to rethink the way they do businesses. As Microsoft CEO Satya Nadella shared, “the world has achieved two years of digital transformation in two months, from remote teamwork and learning, to sales and customer service, to critical cloud infrastructure and security—we are working alongside customers every day to help them adapt and stay open for business in a world of remote everything.” Digitalization is no longer an add-on strategy; it has become necessary for businesses to survive.

In response to these challenges, Manulife has established new ways of working, selling, servicing and engaging with all of its shareholders: employees, distribution teams, customers, and communities.

New ways of working

Even before the pandemic, Manulife had made investments in hardware and infrastructure to introduce new ways of working, as the Company deployed agile methodology and flexible work arrangements to its teams. These investments included the tools that enabled 100% of the Manulife Philippines team to work from home from the first day of community quarantine. As a result, Manulife was able to provide customer service and distributor support without interruption.

Being physically apart is not without challenges, so Manulife equipped people leaders with know-how and tools to manage their teams remotely. Online collaboration suites have allowed Manulife to maintain daily interactions among employees, as well as regular business updates and townhalls with the broader organization. Manulife ensured that communication lines remained open and its teams were always aware of the changes happening within the organization and beyond.

New ways of selling

Within the Manulife community, the Company’s insurance advisors were the most adversely impacted by the pandemic, as not being able to meet and engage with clients had a direct effect on their livelihood.

So, Manulife made sure that they were equipped and well-supported during this time. Since 2019, Manulife’s electronic point of sale (ePOS) has enabled proposal generation and application submission, without the need for paper forms. This tool, which is available to all its insurance advisors, digitally enabled advisors with their sales activity during the pandemic. In addition, the restrictions on mobility and face-to-face interactions pushed Manulife to revisit its sales process to find ways for remote interaction between agents and clients. Cross-functional

teams were convened to establish new processes. Manulife was the first insurance company in the country to receive regulatory approval for non-face-to-face selling, enabling our advisors to onboard new clients without the need to meet physically. Manulife was up and running with this process just a few weeks after lockdown began.

Manulife continues to enhance these tools and processes, iterating on an ongoing basis, based on feedback from our stakeholders, and with the aim of delivering the most seamless and intuitive experience to our distributors and customers.

New ways of servicing

Given the restrictions on physical interactions, Manulife has also introduced new ways to serve its customers.

Manulife’s customer self-service portal Manulife Online was enhanced with additional features in 2020, so customers can manage their policies and make cashless payments without having to leave their homes.

At the beginning of the pandemic, Manulife anticipated that customers would want to file claims, but would be unable to visit our branches due to the lockdown. With this, Manulife quickly launched a service that allows customers to file their claims through the company website, in just three simple steps. Keeping the process contactless, the benefits will be paid out directly to their bank accounts. This was a process Manulife conceptualized and implemented in just three weeks.

Over the course of the pandemic, customers were spending more time online, with chat apps playing a key role in keeping them connected. With this, Manulife made servicing via Facebook chat, available 24/7, so customers can reach the Company using a platform and app that is familiar and intuitive to them.



Manulife Philippines, in partnership with the Internet and Mobile Marketing Association of the Philippines (IMMAP), held an exclusive executive virtual session with startup founder, innovation thought-leader, and New York Times best-selling author Eric Ries for Digicon Omni 2020. The event was moderated by award-winning journalist and CNN Philippines senior news anchor Rico Hizon.

New ways of engaging

In pre-pandemic times, a lot of Manulife’s customer engagement activities happened face to face, via market briefings and customer appreciation nights to inform and educate customers. In the time of COVID-19, everything went virtual.

Manulife recognized that the knowledge and information needed during this time is a bit different—as the situation was new to everyone, there was a demand for guidance on navigating the current environment and adapting to new norms.

This gave the company an opportunity to launch a series of free webinars that addressed pressing concerns on health, wellness, and finances. Manulife also worked to communicate with customers more frequently, and through more channels. As more customers use digital tools to stay connected and informed, Manulife increased communications delivered via email and SMS. Manulife has also made itself available to customers via the chat app Viber, to make it more convenient to get updates about their policies and other important service advisories.

By starting with a desire to make every day better for the customers we serve, building a culture that fosters innovation, and providing the members of our team with the tools and skills needed to be agile, the Company believes that it is properly equipped to thrive and be more relevant than ever in the next normal.

Delivering products and services when they matter most

Concerns about COVID-19 made Filipinos realize the importance of protecting themselves and their families. The crisis highlighted a need to deliver affordable coverage to Filipinos. In line with this, Manulife provided additional coverage for customers diagnosed with COVID-19 (hospitalization benefit and new diagnosis benefit). Manulife was also the only insurer to extended 20% off first-year premium for select life insurance products, to make coverage more accessible to Filipinos during

trying times, and help them protect their true essentials. Later in the year, the company also re-introduced its one-year and five-year term life insurance products, making the premiums more affordable, so it can help more Filipino families get protection when they need it most.

Many Filipinos also recognized the increased importance of staying healthy during this pandemic, but most of them feel financially unprepared to cover healthcare expenses in the event of critical illness, believing that the cost of treatment is more than they can afford. That’s why Manulife introduced HealthFlex, an innovative life and health insurance solution, and the first and only one in the market that provides customers the flexibility to select the right critical illness protection for them and enhance their coverage by adding benefits of their choice.

As the pandemic made Filipinos more interested in buying insurance products to protect themselves and their families, Manulife strengthened its commitment to help more Filipinos live every day better through innovative products and services.





## Thought leadership: The true value of insurance shines through in the time of COVID-19

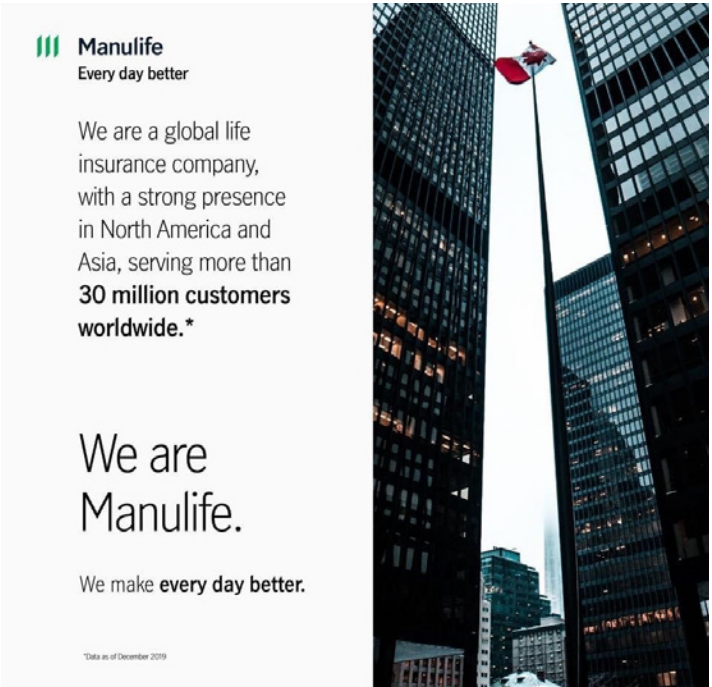
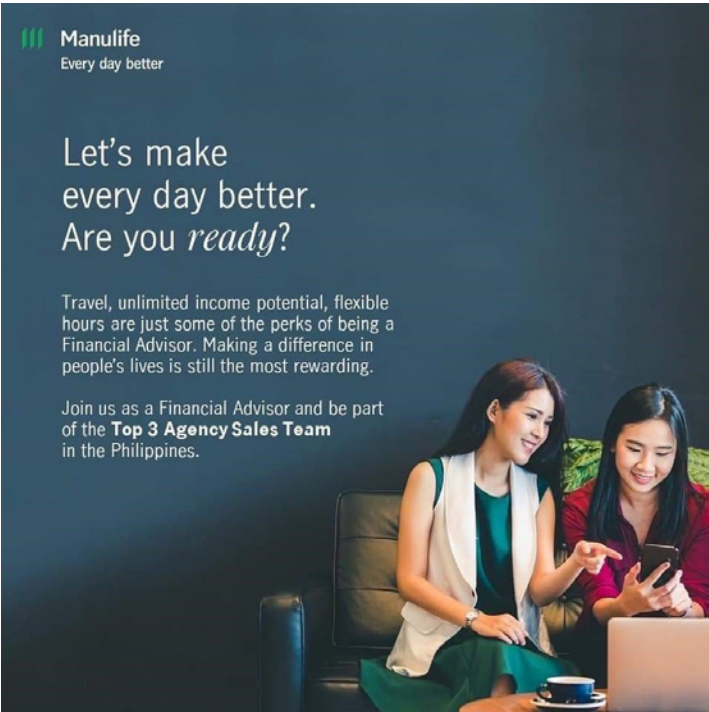
As concerns about the impact of the COVID-19 pandemic ran deeper in the Philippines, Manulife launched two key studies that revealed Filipinos' sentiments and behaviors toward health and critical illness. The Manulife Asia Care Survey, conducted in late May, targeted 300 insurance owners in the Philippines, who expressed concerns about the pandemic's long-term impact on the local economy and their day-to-day living. Use of digital technology during the pandemic was also more pronounced. A move towards more regular management of personal finance and a growing appetite for insurance among Filipinos was also noted.

In fact, 98% of Filipinos have adopted new lifestyle habits under the COVID-19 pandemic. In the Philippines, digitization and use of smartphones enabled greater numbers of Filipinos to get access to financial services and other online tools. COVID-19 has helped to reinforce the value of digital tools and services. In 2020, 77% of Filipinos intended

to buy new additional insurance in the next 18 months, which was the most robust level among all Asian markets surveyed. In September, Manulife also published the findings of its health study, “Understanding Filipino Sentiments Toward Health and Critical Illness,” which revealed that, while Filipinos recognize the increased importance of prioritizing their health, they still face barriers in embracing better financial and lifestyle habits. Their desire to be healthy is primarily driven by their concerns for their families’ welfare, and the fear of becoming a financial burden due to illnesses. The study, conducted between January to July 2020, surveyed over 500 Filipinos across the country.

Filipinos also identified staying healthy and avoiding illness, having sufficient savings, and assuring their family's well-being in case something unfortunate happens as their top three priorities in life. In fact, savings for medical emergencies, emergency funds, and healthcare were included in their short-term goals. Alongside healthcare, life insurance protection and retirement were their top long-term goals.

Manulife also found that that household out-of-pocket payment was the most common way Filipinos finance their health expenditures (54%), while



HealthFlex is Manulife's flexible and customizable health plan that lets you choose and pay only for the health coverage you need.



**Flexible.**  
Customize your critical illness coverage according to your health needs and your budget.



**Lifetime.**  
Safeguard your health  
up to age 100 or reap  
maturity benefits for  
staying healthy.



**Extensive.**  
Feel more secure with protection from up to 112 critical illnesses and benefits.

34% were financed through government schemes and contributory health financing, and 12% were private health plans. For Filipinos, owning a health insurance product gives them the confidence that they can weather through a financial setback when they or their family members fall ill. This should be in addition to engaging in healthy habits to help them prevent contracting illnesses.

As with the Asia Care Survey, this study uncovered an increased appetite for insurance due to fear and concerns caused by the pandemic. 60% of responders believed that the local economy would take a longer time to recover, and 48% believed that it will be difficult to get healthcare. These fears and concerns fueled the demand of insurance purchase overall, with 77% planning to buy insurance, mostly life and health-related products, in the next 18 months.

## Recognitions received

Despite such a challenging year, Manulife has celebrated key wins in 2020 that demonstrated its leadership in the industry and its commitment on diversity, equity, and inclusion.

At the start of 2020, Readers' Digest awarded Manulife Philippines with the Trusted Brand Gold Award in the life insurance category. Based on a survey conducted across 30 countries and five continents, the recognition cemented Manulife as a premier brand most trusted by customers. In October, Manulife Philippines was recognized as one of the country's 2020 Best Employer Brands by the Employer Branding Institute, World HRD Congress and Stars of the Industry Group. The award acknowledged Manulife's strategy and innovation for talent management, and for building an organizational culture where employees can thrive and celebrate each other. This served as a welcome nod to the Company's continuous efforts to make every day better for Filipinos.

Lastly in November, Manulife Philippines was named by the United Nations (UN) Women 2020 Asia-Pacific Women's Empowerment Principles (WEPs)

Awards as one of the Philippines' most gender-inclusive workplaces. The insurer won 2nd runner-up in the Gender-Inclusive Workplaces category and was the only insurance brand to have been recognized in this year's awards.

As part of Manulife Philippines' commitment to fostering gender inclusivity, its executive committee maintains 50 percent female representation, ensuring that women have an equal seat at the table when it comes to decision-making. The company has also invested heavily in training and growth opportunities for its insurance advisors, 71 percent of which are female. In addition, Manulife Philippines has seen increased membership and participation in its Global Women's Alliance (GWA), an employee-led women's group that supports and encourages the recruitment, development, and advancement of women throughout the organization.



# Corporate Social Responsibility

## Supporting and enabling Filipino communities to live every day better

2020 brought the country a number of challenges, from the Taal volcano eruption at the start of the year, to the global COVID-19 pandemic.

Through all these, Manulife Philippines has upheld one of its core values, “Sharing Our Humanity,” standing with the community in facing unprecedented changes.

### Charity begins at home: Extending aid to the Manulife community when it matters

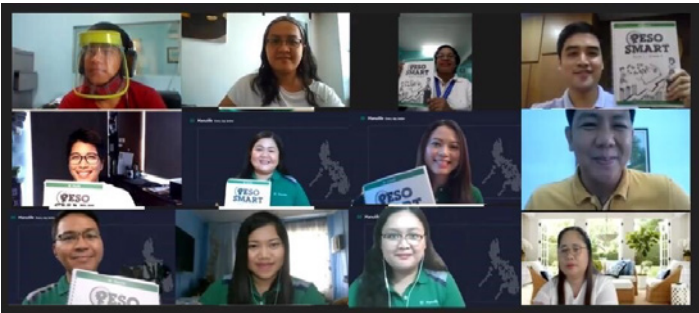
In January 2020, the eruption of the Taal Volcano in Batangas, Philippines affected thousands of families and caused millions worth of infrastructure damage. To aid Manulife employees and agents impacted by the calamity, Manulife arranged packages containing daily necessities such as food, sleeping bags, face masks, and sanitary products. Further, Manulife employees raised nearly Php350,000 in cash donations to extend help to affected families.

When the enhanced community quarantine put Metro Manila and nearby provinces in complete lockdown due to the rising cases of COVID-19 in the country, some of Manulife Philippines’ contracted service providers (janitors, messengers, and security personnel) were not able to work and earn regular income due to travel and mobility restrictions.

To help support their needs during these difficult times, Manulife and its employees raised and handed over a total of Php1.7 million in cash donations.

### Free insurance coverage to our delivery riders

As many parts of the country were placed under strict quarantine due to COVID-19, Manulife Philippines provided free 90-day insurance coverage worth P4.25 billion to more than 85,000 active two-wheel riders from Grab, Foodpanda, Gogo Xpress, Lalamove, Ninja Van, and Shopee Xpress. Manulife recognized the importance of delivery partners, who braved the streets and served the community, helping keep Filipinos safe at home.



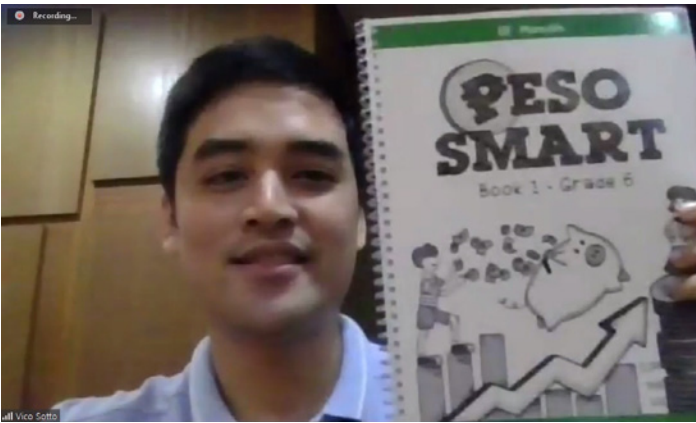
Manulife Philippines and Corazon Sanchez Atayde Memorial Foundation (CSAMF) launch Peso Smart x RecoveREADS with Pasig City Honorable Mayor Vico Sotto.

### Financial literacy and empowerment amid COVID-19

Last year, Filipino students had to undergo remote learning as the rest of the country grappled with the effects of the COVID-19 pandemic. In this view, Manulife Philippines evolved its Peso Smart financial literacy program to support students who would need to continue their studies at home.

The Company partnered with Corazon Sanchez Atayde Memorial Foundation in August 2020 to launch Peso Smart x RecoveREADS, a learning program designed to equip grade school students with Peso Smart kits that will support their learning needs.

These kits included an activity journal based on the company’s award-winning financial literacy modules, a storybook, and school supplies. The learning kits were distributed to Francisco Legaspi Memorial School and Buting Elementary School, which benefitted more than 100 students.



“Financial literacy is a challenge in the entire country. If we want to improve Filipinos’ financial habits, to avoid accumulating debt, we should start teaching children while they are young. We are grateful for this project of Manulife and CSAMF, and we hope that eventually we can expand this to other Pasig schools, both in public and private.”

- Honorable Mayor Vico Sotto, Pasig City



Parents line up at their children’s school for the distribution of Peso Smart x RecoveREADS learning kits.

### Virtual financial classes for DLSU college students

In July 2020, Manulife Philippines and Manulife Asset Management and Trust Co (MAMTC) ran the pilot phase of its virtual Peso Smart program, in partnership with Business Management Society (BMS), a student organization of De La Salle University.

The three-week financial literacy program taught select members of BMS valuable lessons on financial planning, digital financial platforms, and growing their money.

### Manulife’s Acts of Kindness

In December 2020, Manulife Financial Corporation, based in Toronto, Canada, provided each of its 35,000 employees around the world the spending equivalent of \$50 CAD in their local currency to ‘pay it forward’ and create acts of kindness in their local communities.

It was in recognition of Manulife’s bigger role to serve communities in need, while showing gratitude for the blessings that they continue to enjoy. More than 1,200 Manulife Philippines employees participated in this initiative, promoting the value of simple acts of kindness.



Fostering Diversity, Equity & Inclusion (DEI) because it’s the right thing to do

Manulife Philippines’ diversity, equity, and inclusion (DEI) practices support our aspiration of cultivating an inclusive workplace where all employees can bring their authentic and whole selves to work. Diversity and inclusion have always been integral in Manulife’s long-term sustainability goal. Ensuring greater workplace DEI is about creating a collaborative, supportive, and respectful environment that increases participation and contribution of all employees. It reflects the Company’s values of “Doing the right thing” and “Sharing your humanity.” Manulife strives to be inclusive, welcome ideas from different backgrounds, and ensure everyone feels included, respected, and safe.

#EachforEqual on International Women’s Day

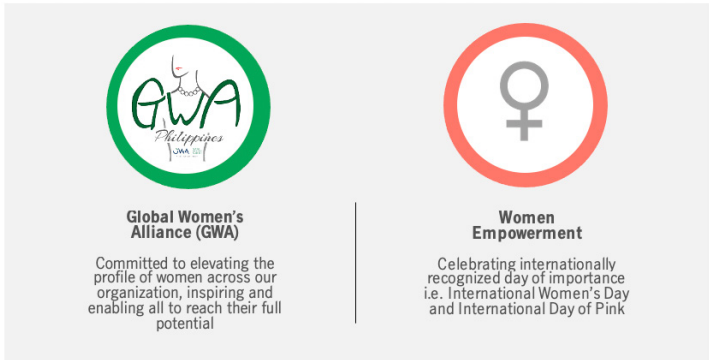
To celebrate the International Women’s Day in 2020, Manulife Philippines, through its Global Women’s Alliance (GWA) group, invited Rebecca Bustamante, a former domestic helper who worked her way to become one of the most accomplished female entrepreneurs in the ASEAN region, as guest speaker. Rebecca’s story inspired Manulife employees to keep striving to make their lives better and work hard to fulfill their biggest dreams.



Manulife celebrating International Women’s Day spearheaded by GWA.

Expanding our network through membership in the Women Inter-Industry Network

To expand Manulife Philippines’ reach and to provide their employees with more opportunities to learn and network, GWA joined Women Inter-Industry Network (WIN), a group composed of different companies from various industries all working towards making diversity, equity and inclusion (DEI) a part of our respective organizations.



UN Women Asia-Pacific cites Manulife Philippines for gender-inclusivity efforts

Manulife Philippines was named by the United Nations (UN) Women 2020 Asia-Pacific Women’s Empowerment Principles (WEPs) Awards as one of the Philippines’ most gender-inclusive workplaces.

The 2020 Asia-Pacific WEPs Awards, sponsored by WeEmpowerAsia, a joint program of UN Women and the European Union, is the first regional awards initiative that aims to encourage, value, and recognize the efforts of individuals and businesses to promote gender-inclusive cultures and the achievement of gender equality in China, India, Indonesia, Malaysia, the Philippines, Thailand, and Vietnam. It is the only insurance brand to have been recognized in the inaugural awards in the Philippines.



Independent Auditor’s Report

The Board of Directors and Stockholders  
The Manufacturers Life Insurance Co. (Phils.), Inc.

Report on the Audit of the Parent Company Financial Statements

Opinion

We have audited the parent company financial statements of The Manufacturers Life Insurance Co.(Phils.), Inc. (the Company), which comprise the parent company statements of financial position as at December 31, 2020 and 2019, and the parent company statements of income, parent company statements of comprehensive income, parent company statements of changes in equity and parent company statements of cash flows for the years then ended, and notes to the parent company financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying parent company financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2020 and 2019, 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 Parent Company 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 parent company 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 Parent Company Financial Statements

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

In preparing the parent company 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 Parent Company Financial Statements

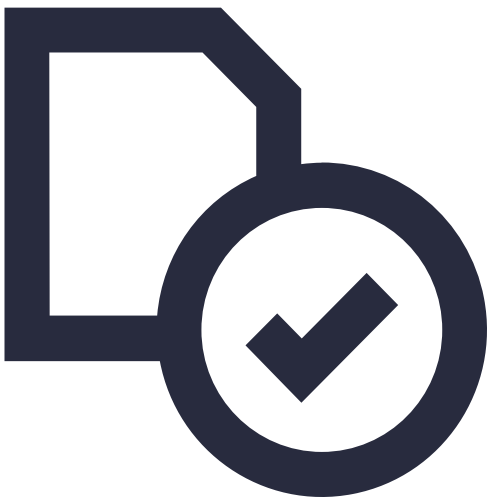
Our objectives are to obtain reasonable assurance about whether the parent company financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is 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 parent company 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 parent company 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 parent company financial statements, including the disclosures, and whether the parent company financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

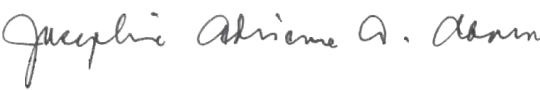
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.





# 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 in Note 31 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 The Manufacturers Life Insurance Co. (Phils.), Inc.



**Josephine Adrienne A. Abarca**  
Partner

CPA Certificate No. 92126  
SEC Accreditation No. 0466-AR-4 (Group A),  
November 13, 2018, valid until November 12, 2021 Tax Identification  
No. 163-257-145  
BIR Accreditation No. 08-001998-061-2020,  
December 3, 2020, valid until December 2, 2023 PTR No. 8534208,  
January 4, 2021, Makati City

April 16, 2021

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.

# Parent Company Statements of Financial Position

	December 31	
	2020	2019
<b>Assets</b>		
Cash and Cash Equivalents (Note 4)	Php 4,204,416,506	Php 3,614,030,925
Insurance Receivables (Note 26)	121,909,450	106,389,291
Financial Assets (Note 5)		
Financial assets at fair value through profit or loss (FVPL)	53,735,961,342	51,978,687,591
Available-for-sale financial assets	45,451,252,758	44,107,129,915
Loans and receivables	10,201,776,683	6,382,493,645
Accrued Income (Note 7)	463,731,169	516,904,784
Reinsurance Assets (Note 13)	246,589,969	715,886,044
Investments in Subsidiaries (Note 8)	2,078,683,310	2,078,683,310
Property and Equipment (Note 9)	710,466,007	819,067,707
Right-of-use Assets (Note 23)	390,312,016	548,176,416
Software Costs and Other Intangible Assets (Note 10)	499,964,351	302,705,929
Deferred Tax Assets (Note 25)	4,436,397,740	1,748,230,488
Other Assets (Note 11)	330,011,106	159,352,716
	Php 122,871,472,407	Php 113,077,738,761
<b>Liabilities And Equity</b>		
<b>Liabilities</b>		
Insurance contract liabilities (Notes 12 and 13)	Php 95,653,996,599	Php 84,464,182,633
Policyholders' dividends (Note 26)	3,429,707,626	3,476,558,373
Insurance payables (Note 26)	1,104,346,852	1,222,343,167
Premium deposit fund (Note 26)	26,546,244	33,851,616
Accounts payable and accrued expenses (Note 14)	2,435,958,562	2,482,863,877
Income tax payable	40,865,602	221,942,473
Due to related parties (Note 27)	1,230,867,083	1,034,795,658
Lease liabilities (Note 23)	391,575,036	537,934,700
Pension liability (Note 24)	84,690,374	26,262,231
Total Liabilities	104,398,553,978	93,500,734,728
<b>Equity</b>		
Capital stock (Notes 16 and 28)	930,000,000	930,000,000
Additional paid-in capital (Note 16)	50,635,817	50,635,817
Retained earnings	16,156,945,196	14,427,205,967
Appropriated surplus - Negative reserves (Notes 2 and 12)	4,004,876,535	4,659,948,106
Remeasurement loss on policy reserves (Notes 2 and 12)	(9,582,223,844)	(3,036,067,728)
Remeasurement loss on pension plan (Note 24)	(31,308,660)	(4,596,924)
Reserve for fluctuation in value of available-for-sale		
Financial assets (Note 5)	6,943,993,385	2,549,878,795
Total Equity	18,472,918,429	19,577,004,033
	Php 122,871,472,407	Php 113,077,738,761

Parent Company Statements of Income

	Years Ended December 31	
	2020	2019
Revenue		
Gross premiums earned on insurance contracts	Php 16,642,519,360	Php 18,657,626,282
Reinsurers' share of gross premiums earned on insurance contracts (Note 13)	(750,461,886)	(748,517,101)
Net insurance premiums earned (Note 17)	15,892,057,474	17,909,109,181
Investment income (Note 18)	2,536,555,710	2,763,505,235
Gain on sale of available-for-sale financial assets (Note 5)	681,447,958	69,615,826
Fair value gain (loss) on financial assets at FVPL (Note 5)	(1,126,652)	2,878,737
Other income (Note 19)	3,211,769,442	3,512,664,454
Total revenue	Php 22,320,703,932	Php 24,257,773,433
Benefits, Claims and Operating Expenses		
Gross benefits and claims incurred on insurance contracts (Note 20)	3,102,764,778	3,366,684,010
Reinsurers' share of benefits and claims incurred on insurance contracts (Note 20)	(53,627,653)	(36,758,181)
Gross change in legal policy reserves (Note 20)	8,557,062,178	9,975,318,387
Reinsurers' share of gross change in legal policy reserves (Note 20)	7,583,532	(1,485,581)
Dividends to policyholders	456,980,308	454,087,546
Net insurance benefits and claims	12,070,763,143	13,757,846,181
General and administrative expenses (Note 21)	3,015,904,487	3,511,431,525
Commissions and other direct expenses (Note 22)	1,973,276,965	3,007,262,152
Insurance and other taxes	305,491,173	209,151,590
Foreign currency exchange losses	57,362,285	167,595,895
Underwriting expenses	5,995,276	10,857,812
Interest on premium deposit fund	71,672	102,355
Reversal of impairment loss on investment in subsidiary (Note 8)	-	(491,353,622)
Total benefits, claims and operating expenses	17,428,865,001	20,172,893,888
Income from operations	4,891,838,931	4,084,879,545
Interest expense on lease liabilities (Note 23)	29,634,147	30,913,872
Income before income tax	4,862,204,784	4,053,965,673
Provision for income tax (Note 25)	1,014,537,126	538,691,087
Net income	Php 3,847,667,658	Php 3,515,274,586

See accompanying Notes to Parent Company Financial Statements.

Parent Company Statements of Comprehensive Income

	Years Ended December 31	
	2020	2019
Net Income	Php 3,847,667,658	Php 3,515,274,586
Other comprehensive income (loss)		
Items that will be reclassified to profit or loss in subsequent periods:		
Net change in fair value of available-for-sale financial assets (Note 5)	4,394,114,590	10,726,591,079
Remeasurement losses on legal policy reserves, net of tax (Note 12)	(6,546,156,116)	(2,440,503,171)
Tax effect of remeasurement losses on legal policy reserves recognized in prior years (Notes 12 and 25)	-	255,241,953
Item that will not be reclassified to profit or loss in subsequent periods:		
Remeasurement losses on pension plan, net of tax (Note 24)	(26,711,736)	(30,640,175)
Tax effect of remeasurement gains on pension plan recognized in prior years (Note 25)	-	(11,161,393)
	(2,178,753,262)	8,499,528,293
Total Comprehensive Income	Php 1,668,914,396	Php 12,014,802,879

See accompanying Notes to Parent Company Financial Statements.



# Parent Company Statements of Changes in Equity

For the years ended December 31, 2020 and 2019

	Capital Stock (Note 16)	Additional Paid-in Capital (Note 16)	Retained Earnings (Notes 2)	Appropriated Surplus - Negative Reserves (Notes 2 and 12)	Remeasurement Loss on Policy Reserves (Notes 2 and 12)	Remeasurement Gain (Loss) on Pension Plan (Note 24)	Reserve for Fluctuation in Value of Available-for sale Financial Assets (Note 5)	Total
As at January 1, 2020,	Php 930,000,000	Php 50,635,817	Php 14,427,205,967	Php 4,659,948,106	(Php 3,036,067,728)	(Php 4,596,924)	Php 2,549,878,795	Php 19,577,004,033
Net income	-	-	3,847,667,658	-	-	-	-	3,847,667,658
Other comprehensive income (loss)	-	-	-	-	(6,546,156,116)	(26,711,736)	4,394,114,590	(2,178,753,262)
Total comprehensive income (loss)	-	-	3,847,667,658	-	(6,546,156,116)	(26,711,736)	4,394,114,590	1,668,914,396
Dividends declared (Note 16)	-	-	(2,773,000,000)	-	-	-	-	(2,773,000,000)
Appropriation of negative policy reserves	-	-	655,071,571	(655,071,571)	-	-	-	-
As at December 31, 2020	Php 930,000,000	Php 50,635,817	Php 16,156,945,196	Php 4,004,876,535	(Php 9,582,223,844)	(Php 31,308,660)	Php 6,943,993,385	Php 18,472,918,429
As at January 1, 2019	Php 930,000,000	Php 50,635,817	Php 18,321,374,648	Php 3,430,504,839	(Php 850,806,510)	Php 37,204,644	Php 8,176,712,284	Php 13,742,201,154
Net income	-	-	3,515,274,586	-	-	-	-	3,515,274,586
Other comprehensive income (loss)	-	-	-	-	(2,185,261,218)	(41,801,568)	10,726,591,079	8,499,528,293
Total comprehensive income (loss)	-	-	3,515,274,586	-	(2,185,261,218)	(41,801,568)	10,726,591,079	12,014,802,879
Dividends declared (Note 16)	-	-	(6,180,000,000)	-	-	-	-	(6,180,000,000)
Appropriation of negative policy reserves	-	-	(1,229,443,267)	1,229,443,267	-	-	-	-
As at December 31, 2019	Php 930,000,000	Php 50,635,817	Php 14,427,205,967	Php 4,659,948,106	(3,036,067,728)	(Php 4,596,924)	Php 2,549,878,795	Php 19,577,004,033

See accompanying Notes to Parent Company Financial Statements.

Parent Company Statements of Cash Flows

	Years Ended December 31	
	2020	2019
Cash Flows From Operating Activities		
Income before income tax	Php 4,862,204,784	Php 4,053,965,673
Adjustments for:		
Depreciation and amortization (Note 21)	426,551,354	357,300,368
Unrealized foreign currency exchange losses - net	86,131,914	65,499,622
Retirement costs (Note 24)	48,106,921	33,885,595
Change in legal policy reserves (Note 12)	34,622,016	(236,987,826)
Interest expense on lease liabilities (Note 23)	29,634,147	30,913,872
Change in IBNR provision (Note 12)	6,780,865	39,750,415
Fair value loss (gain) on financial assets at fair value through profit or loss (Note 5)	1,126,652	(2,878,737)
Provision for impairment loss on loans and receivables (Note 21)	643,254	5,208,540
Interest on premium deposit fund	71,672	102,355
Reversal of impairment loss on investment in subsidiary (Note 8)	-	491,353,622)
Gain on lease modification (Note 23)	(2,134,757)	-
Dividend income (Note 18)	(24,264,587)	26,308,460)
Gains on sale of available-for-sale financial assets (Note 5)	(681,447,958)	(69,615,826)
Interest income (Note 18)	(2,512,291,123)	(2,737,196,775)
Operating income before changes in operating assets and liabilities Decrease (increase) in:	2,275,735,154	1,022,285,194
Insurance receivables	(15,520,159)	34,270,816
Loans and receivables	(3,819,926,292)	(107,969,927)
Reinsurance assets	469,296,075	348,431,985
Financial assets at fair value through profit or loss	(1,758,400,403)	(6,585,100,106)
Accrued income	30,172,930	(11,710,791)
Other assets	(170,658,390)	(7,597,232)
Increase (decrease) in:		
Insurance contract liabilities - unit-linked	1,561,522,238	6,093,240,243
Accounts payable and accrued expenses	(46,905,315)	517,148,007
Policy and contract claims, and other insurance contract liabilities (Note 12)	235,237,254	314,398,565
Policyholders' dividends	(46,850,747)	(140,739,033)
Insurance payables	(117,996,315)	(123,416,719)
Due to related parties	196,071,425	374,041,736
Premium deposit fund	(7,305,372)	(2,801,979)
Cash generated from (used in) operations	(1,215,527,917)	1,724,480,759
Interest paid	(29,705,819)	(31,016,227)
Contributions to retirement fund (Note 24)	(27,838,401)	(46,449,320)
Income taxes paid (including creditable withholding taxes)	(1,066,837,885)	(735,888,691)
Net cash provided by (used in) operating activities	(2,339,910,022)	911,126,521

	Years Ended December 31	
	2020	2019
Cash Flows From Investing Activities		
Proceeds from:		
Sales and/or maturities of available-for-sale financial assets (Note 5)	Php 11,151,635,968	Php 10,550,660,374
Withdrawal of investment insurance fund - seed money	-	65,204,854
Acquisitions of:		
Available-for-sale financial assets (Note 5)	(7,490,641,968)	(6,570,988,529)
Software costs and other intangible assets (Note 10)	(240,616,171)	(280,293,529)
Property and equipment (Note 9)	(118,080,704)	(462,698,312)
Interest received	2,550,822,874	2,783,938,307
Dividends received	23,244,842	25,716,408
Additional investment in insurance investment fund - seed money	-	(4,068,000)
Capital infusion to subsidiaries (Note 8)	-	(160,000,000)
Net cash provided by investing activities	5,876,364,841	5,947,471,573
Cash Flows From Financing Activities		
Dividends paid (Note 16)	(2,773,000,000)	(6,180,000,000)
Payments of principal portion of lease liabilities (Note 23)	(142,871,708)	(128,607,121)
Net cash used in financing activities	(2,915,871,708)	(6,308,607,121)
Effect Of Foreign Currency Rate Changes In Cash And Cash Equivalents	(30,197,530)	(16,600,484)
Net Increase In Cash And Cash Equivalents	590,385,581	533,390,489
Cash And Cash Equivalents At Beginning Of Year	Php 3,614,030,925	3,080,640,436
Cash And Cash Equivalents At End Of Year (Note 4)	Php 4,204,416,506	Php 3,614,030,925

See accompanying Notes to Parent Company Financial Statements.

(Forward)



# Branch Directory

Location	Address	Location	Address
Alabang	2/F Common Goal Tower, Finance cor Industry St, Madrigal Business Park, Ayala Alabang, Muntinlupa City	Iloilo Plazuela	Plazuela Dos, San Rafael, Mandurriao, Iloilo City
Angeles	2/F JIM Building, Lot 7 & 19 Blk 1, Diamond Services Road, McArthur Highway, Balibago, Angeles City	Imus	Palico 4, Aguinaldo Highway, Imus, Cavite
	Temporary Office: 3/F JEV Building Mac Arthur Highway, Balibago, Angeles City, Pampanga	Isabela	G/F Navarro Building, National Highway, Villasis, Santiago City, Isabela
Bacolod	2/F O Residences, Lacson Street, Mandalagan, Bacolod City	Kalibo	Door 9 2/F, Salas Quimpo Plaza, 19 Martyrs Street, Poblacion Kalibo, Aklan
Baguio	2/F ES Clemente Building, Shanum cor Otek Streets corner Lake Drive, Burnham Park, Baguio City	Koronadal	G/F FB Hotel & Convention Center, Alunan Avenue (National Highway), Koronadal City, South Cotabato
Bataan	90 dela Fuente Bldg., Capitol Drive, Balanga City, Bataan	Laoag	G/F CUA Building Corner J.P. Rizal and Farinas Street, Brgy. 8 San Vicente, Laoag City, Ilocos Norte
Batangas	2/F OJH Building National Highway, Barangay Alangilan, Batangas City	Lapu Lapu	G/F Lilang's Buildin g, ML Quezon, National Highway, Pajo, Lapu Lapu City, Cebu 6015
BGC	G/F Unit 4, Ore Central, 9th St, cor 31st, Fort Bonifacio, City of Taguig	Lemery	2/F Humarang Bldg., Purok 1, Brgy. Palanas, Lemery, Batangas
Binondo	G/F & 2/F Federal Tower, Dasmarinas cor Muelle de Binondo, Binondo Manila	Lipa	2/F Big Ben Complex, JP Laurel Highway, Lipa City, Batangas
Bukidnon (Valencia)	TS Mix Building, Sayre Highway, Poblacion, Valencia City, Bukidnon	Makati	G/F, 5/F, 10/F NEX Tower 6786 Ayala Avenue, Makati City
Butuan	2/F Samping Avenue , JC Aquino Ave., Butuan City	Malolos	G/F MIDECOR Bldg, Km 41, McArthur Highway, Sumapang Matanda, Malolos, Bulacan
Cabanatuan	G/F Rosita Building, Maharlika Highway, Cabanatuan City	Naga	2/F The RAD Bldg., Elias Angeles St., Naga City, Camarines Sur
Cagayan de Oro 1	2/F Knights of Columbus Building, Captain Vicente Roa Extension, Cagayan de Oro City, Misamis Oriental	Ormoc City	2/F Ormoc Centrum Bld g., Aviles St., District 12, Ormoc City
Cagayan de Oro 2	Mezzanine, Pelaez Commercial Arcade 1 Extension, Tiano corner Cruz, Taal, Cagayan de Oro City	Ortigas (Hanston)	20/F Hanston Square, 17 San Miguel Avenue, Ortigas, Pasig City
Calamba	Brgy 1 Purok 4, National Highway, Calamba City	Ozamis Branch	2/F, Infinity Building, Don Anselmo Bernard Avenue , Ozamiz City
Cebu Bonifacio	2/F Bonifacio District, F Caba hug Street, Kasambagan, Cebu City	Pagadian	2/F Cecilia Bldg,Rizal Avenue,Pagadian City
Cebu 2Quad	G/F and 7/F 2QUAD Building Cardinal Rosales Avenue Corner Sumilon Road, Cebu Business Park, Cebu City	Quezon Ave	G/F & 5/F CWI Bldg, 1050 Quezon Avenue, Quezon City
Dagupan	G/F, VFV Towers, Perez Boulevard, Dagupan City	Roxas City	Arcade Bldg. B, Gaisano Roxas Arcade, Arnaldo Blvd., Roxas City
Davao Main	7/F Abreeza Corporate Center, JP Laurel Ave., Barangay 20-B, Poblacion District, Davao City	Sta Rosa	3/F San Jose Bldg, Sta Rosa Tagaytay Road, Brgy Sto Domingo, Sta Rosa, Laguna
Davao Mall	3/F Abreeza Corporate Center, JP Laurel Ave., Barangay 20-B, Poblacion District, Davao City	Tacloban	G/F Tacloban Fil-Chinese Chamber of Commerce Inc. Bldg., 78 Justice Romualdez Street, Tacloban City
Dipolog	2/F Felicidad II Bldg., Quezon Avenue, Dipolog City, Zamboanga del Norte	Tagbilaran	QVC Business Plaza, CPG North Avenue, Tagbilaran City, Bohol
Dumaguete	G/F and 2/F Yala Lifestyle Mall, Calindagan, Dumaguete City	Tagum	2/F Cuntapay Building, National Highway, Tagum, Davao City
Escolta	G/F Natividad Bldg, Escolta cor Tomas Pinpin, Binondo, Manila	Talisay City (Cebu)	2/F South Coast Center, Linao, Talisay City, Cebu
General Santos Branch	G/F Space 13-14 RD Building, Santiago Boulevard, General Santos City	Tarlac	2/F RICNI Bldg., Zamora Street, McArthur Highway, San Roque, Tarlac City
Greenhills	9/F BTTC Center, 288 Ortigas Ave. cor Roosevelt St, San Juan City	Tuguegarao	G/F IRD Bld g., Diversion Road, PengueRuyu, Tuguegarao City, Cagayan Valley
Iligan Branch	2/F Garcia Building Party Plaza, Quezon Avenue Extension, Rabago, Iligan City	Zamboanga	2/F Printex Printers Building, Mayor Jaldon St., Canelar, Zamboanga City
Iloilo Main	G/F AMK Bldg., 68 General Luna St., Iloilo City		