Accelerating our growth engines

Powering the next phase of our journey

Roy Gori, President and CEO
June 29, 2021
Agenda

- Strong track record of execution
- Megatrends are increasingly attractive
- Manulife is uniquely positioned to win
- The next phase of our strategy
- Attractive investment thesis
Key Messages

• We are committed to our customers by making their decisions easier and lives better

• **We are executing** on our strategic priorities and have delivered **impressive financial results**

• The megatrends in Asia and Global WAM are **very attractive** and **Manulife is uniquely positioned to win** in these markets

• We have entered a **new phase of our strategy** and have provided **meaningful metrics** to measure our progress through to 2025

• The **investment case for Manulife** has evolved and is compelling
Our ambition, priorities and values remain relevant

“The most digital, customer-centric global company in our industry”

Customers
Improve NPS by +30 pts¹ and delight customers

Employees
Engage our employees – achieve top quartile employee engagement²

Shareholders
Deliver top quartile returns³

¹ Relationship Net Promotor Score. Improvement is relative to 2017 baseline of +1, by 2022. ² Top quartile employee engagement compared to global financial services companies and insurance peers by 2022. ³ Top quartile shareholder returns compared to our performance peer group as discussed in our 2021 Management Information Circular.
Strong track record of execution
We are executing on the strategic priorities set out in 2018…

Portfolio Optimization

$5.9B

2019
cumulative capital benefits

Accelerate Growth

62%
on track

on track

62% contribution to Core Earnings from highest potential businesses

Expense Efficiencies

$1B

2020
cumulative pre-tax annual savings

Digital, Customer Leader

+12

on track

Net Promoter Score (NPS)

High Performing Team

80th

2020

percentile in 2020 employee engagement survey amongst global financial services and insurance peers

Expense Efficiency Ratio

52.9%
on track

52.9%

Note: See slide entitled “Caution regarding forward-looking statements” in 2021 Investor Day Legal Slides. Please also refer to “Strategic Priorities” in our 2020 Management’s Discussion and Analysis. All figures as of December 31, 2020, unless otherwise stated. 1 Full year 2020 core earnings contribution. Percentage has been normalized to reflect $400 million of core investment gains (actual figure was 66%). 2 Relationship Net Promotor Score. 3 Full year 2020 ratio.
...and have delivered **impressive financial results**…

**Core EPS growth (pre-pandemic) exceeded our 10-12% target**\(^1,2,3\)

(C$ per share)

\[1.96 \quad 2.22 \quad 2.74 \quad 2.97 \quad 2.75\]

\[2016 \quad 2017 \quad 2018 \quad 2019 \quad 2020\]

**Strong Core ROE performance**\(^1,3\)

(%)  

\[10.1 \quad 11.3 \quad 13.7 \quad 13.1 \quad 10.9\]

\[2016 \quad 2017 \quad 2018 \quad 2019 \quad 2020\]

**New Business Value has grown significantly, driven by Asia**\(^1,2\)

(C$ billions)

\[1.2 \quad 1.4 \quad 1.7 \quad 2.0 \quad 1.8\]

\[2016 \quad 2017 \quad 2018 \quad 2019 \quad 2020\]

**Book Value per Share excluding AOCI has increased steadily**\(^4\)

(C$ per share)

\[16.66 \quad 16.83 \quad 18.23 \quad 19.94 \quad 21.74\]

\[2016 \quad 2017 \quad 2018 \quad 2019 \quad 2020\]

Note: Order of the vertical bars on the chart correspond to the order in the legend.  
\(^1\) Diluted core earnings per common share (Core EPS), core return on equity (core ROE) and new business value (NBV) are non-GAAP measures. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal slides.  
\(^2\) Core EPS growth and NBV comparison to 2016 are stated on a constant exchange rate basis, a Non-GAAP measure.  
\(^3\) See slide entitled “Caution regarding forward-looking statements” in 2021 Investor Day Legal Slides for information on our medium-term targets.  
\(^4\) Book value per share excluding AOCI comparison to 2016 is stated on an actual exchange rate basis.
Manulife

...which has resulted in *solid* shareholder returns, with *robust* and *consistent* dividend growth

Delivered steady dividend increases over the last 5 years
(C$ per share)

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend (C$ per share)</th>
<th>11% CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0.74</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>0.91</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>1.12</td>
<td></td>
</tr>
</tbody>
</table>

MFC TSR has outperformed peers

<table>
<thead>
<tr>
<th></th>
<th>MFC (72nd percentile)</th>
<th>Performance peer group median</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 years ended Dec 31, 2020</td>
<td>34.6%</td>
<td>31.7%</td>
</tr>
</tbody>
</table>

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1 MFC Total Shareholder Return (TSR) is based on the price of Manulife's common shares on the TSX. Peer group TSR is based on the performance peer group median as discussed on page 49 of the 2021 Management information circular.
Megatrends are increasingly attractive
Manulife is well positioned for a changing competitive environment

We see a rapidly changing landscape...

Large growth opportunity for established insurers in fast-growing markets

- Growth and emergence of Asia middle class
- Aging global population
- Heightened perception of importance of insurance

Digitization is changing the basis of competition

- Customers are seeking fast, relevant, and simple experiences
- Distribution is becoming much more digital
- Adoption rates accelerated by the pandemic

Winning firms will look very different

- Strong culture and mission driven
- Wired for speed and flexibility

...and Manulife is uniquely positioned for success

- Operate in 13 markets across fast-growing Asia
- 115k agents, and 10 exclusive bancassurance agreements that give us access to 30 million customers
- Scale across three global business lines in Global WAM

- Strong adoption of our digital offerings
  - Invested $750M in digital capabilities since 2018
  - Impressive digital adoption (eClaims > 90%)
  - Great progress digitizing operations (STP > 80%, auto-underwriting > 70%)

- Winning team and culture
- Top quartile employee engagement
- World-class global talent

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1 As of December 31, 2020. 2 Includes an exclusive bancassurance partnership with VietinBank that is pending regulatory approval. 3 As of June 2021. 4 In 1Q21.
Trends in Asia are fueling a significant opportunity

The Asia middle class is growing rapidly…
(Billions in Asia-Pacific¹ middle class)

...driving high expected growth of gross written premiums
(%, 2020-2030 expected gross written premium CAGR²)

There is a growing mortality protection gap in Asia-Pacific³
(US$ trillions) (US$ billions)

Insurance penetration rates are very low in many of our markets⁴
(Life premiums as % of GDP, 2019)

In a scenario where insurance penetration rates increase to 3% in China, Vietnam, Indonesia and the Philippines by 2025, the estimated impact would be an incremental ~US$1 billion in annual APE sales based on forecasted GDP growth and our current market share⁵

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¹ Source: Brookings, the unprecedented expansion of the global middle class (2017).
³ Source: Swiss Re Institute, Sigma 04/2020: Closing Asia’s mortality protection gap (July 2020).
⁴ Source: Swiss Re Institute, World insurance: riding out the 2020 pandemic storm.
⁵ Based on 2020 APE sales levels, assuming market growth to 2025 based on GDP forecasts (Source: IMF, World Economic Outlook, April 2021), and penetration rate increasing to 3%. 
Demand for asset management and retirement solutions is being fueled by unique, emerging trends...

The 60 and older demographic is the fastest growing market globally (% of population 60 and over)¹

<table>
<thead>
<tr>
<th>Year</th>
<th>2020A</th>
<th>2030F</th>
<th>2040F</th>
<th>2050F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>13</td>
<td>16</td>
<td>19</td>
<td>21</td>
</tr>
</tbody>
</table>

Global life expectancy continues to grow (Life expectancy at birth for world population)²

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>65</td>
<td>70</td>
<td>73</td>
<td>71</td>
<td>72</td>
</tr>
<tr>
<td>Japan</td>
<td>80</td>
<td>77</td>
<td>80</td>
<td>78</td>
<td>80</td>
</tr>
<tr>
<td>China</td>
<td>68</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>71</td>
</tr>
<tr>
<td>US</td>
<td>73</td>
<td>75</td>
<td>76</td>
<td>78</td>
<td>80</td>
</tr>
</tbody>
</table>

The retirement gap is projected to expand at a rapid pace (US$ trillions)³

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>3.3x</td>
<td>11.9x</td>
</tr>
<tr>
<td>Japan</td>
<td>2.4x</td>
<td>26.1x</td>
</tr>
<tr>
<td>China</td>
<td>4.3x</td>
<td>119.0x</td>
</tr>
<tr>
<td>US</td>
<td>8.8x</td>
<td>137.0x</td>
</tr>
</tbody>
</table>

Net household wealth in Asia is expected to increase rapidly by 2025 (Household wealth, US$ trillions)⁴

<table>
<thead>
<tr>
<th>Region</th>
<th>2020</th>
<th>2025F</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>76</td>
<td>97</td>
</tr>
<tr>
<td>Asia</td>
<td>73</td>
<td>119</td>
</tr>
</tbody>
</table>

Global digitization is **accelerating**

### Device proliferation

| 31B connected devices expected by 2025<sup>1</sup>, with 127 new devices connected **every second**<sup>2</sup> |

### Global connectivity

| Up to **2.7x more data** is used by 5G users, on average, compared to 4G users<sup>4</sup> |

### Fast data

| 30% of global data<sup>7</sup> will be faster by 2025, meaning it can be analyzed in a **millisecond** to deliver instant and personalized experiences |

### Increased internet usage

| 4.7B active internet users worldwide, with **over half in Asia**<sup>3</sup> |

### Conversational commerce

| ~3B people are using messaging apps<sup>5</sup>, with half considering business messaging the modern way to communicate<sup>6</sup> |

### Blurring digital and physical experiences

| 39% of outperforming companies have fully integrated digital-physical strategies<sup>8</sup> |

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<sup>1</sup> Source: Statista, Internet of Things and non-IOT active device connections worldwide from 2015 to 2025 (March 2021).


<sup>3</sup> Source: Statista, Global digital population as of January 2021.

<sup>4</sup> Source: Open Signal, 5G users on average consume up to 2.7x more mobile data compared to 4G users (October 2021).

<sup>5</sup> Source: Statista, Number of mobile phone messaging app users worldwide from 2018 to 2022 (April 2021).

<sup>6</sup> Source: Facebook, Why messaging businesses is the new normal (June 2018).

<sup>7</sup> Source: itransition, The future of big data (January 2020).

<sup>8</sup> Source: Forbes, 100 stats on digital transformation and customer experience (December 2019).
Manulife is uniquely positioned to win
The diversity of Manulife’s business sets us up for success

**Core Earnings**
- Asia 33%
- Canada 19%
- U.S. 31%
- Global WAM 17%

**Expected profit from in-force business**
- Asia 30%
- Canada 25%
- U.S. 45%

**Global WAM AUMA by business line**
- Retirement 53%
- Institutional 14%
- Retail 33%

**Global WAM Core EBITDA by region**
- Asia 25%
- Canada 35%
- U.S. 40%

**Core earnings and net income attributed to shareholders**
- Asia 69%
- Canada 20%
- U.S. 11%

Note: Core Earnings, APE Sales, New Business value, AUMA and Core EBITDA are non-GAAP measures. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides. See 2020 MD&A for reconciliation of core earnings to net income (loss) attributed to shareholders.  
1 Based on full year 2020 results. 2 Excludes Corporate & Other. 3 Based on pre-tax. Expected profit from in-force business is part of the Source of Earnings analysis, which is prepared following OSFI regulatory guidelines and draft guidelines of the Canadian Institute of Actuaries. The SOE is used to identify the primary sources of gains or losses in each reporting period.
Our momentum is visible in our strong 1Q21 results

Record 1Q21 Core Earnings (C$ billions)
- 1Q20: 1.0
- 4Q20: 1.5
- 1Q21: 1.6

Strong rebound in APE Sales (C$ billions)
- 1Q20: 1.6
- 4Q20: 1.4
- 1Q21: 1.8

Robust New Business Value (C$ millions)
- 1Q20: 469
- 4Q20: 489
- 1Q21: 599

Growing Global WAM AUMA (C$ billions)
- 1Q20: 636
- 4Q20: 754
- 1Q21: 764

Note: Core Earnings, APE Sales, New Business Value and AUMA are non-GAAP measures. Percentage changes are stated on a constant exchange rate basis, a non-GAAP measure. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides.
Manulife is a *leading* pan-Asian life insurer

Pan-Asian Life Insurers, 2020 New Business Sales
(US$ billions)

Note: Ranking based on new business sales. For Manulife, new business sales refers to APE sales. Data based on publicly available information and sourced from local regulators and competitors’ websites.
Manulife Asia emerged from 2020 in a **stronger** position, with **increased market share** in 6 markets

<table>
<thead>
<tr>
<th>Total New Business Sales</th>
<th>Rank</th>
<th>YoY Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>#6</td>
<td>▲</td>
</tr>
<tr>
<td>Hong Kong MPF(^1)</td>
<td>#1</td>
<td>▲</td>
</tr>
<tr>
<td>China(^2)</td>
<td>#2</td>
<td>▲</td>
</tr>
<tr>
<td>Singapore</td>
<td>#3</td>
<td>▼</td>
</tr>
<tr>
<td>Vietnam</td>
<td>#1</td>
<td>▲</td>
</tr>
<tr>
<td>Cambodia</td>
<td>#1</td>
<td>▲</td>
</tr>
</tbody>
</table>

**Total New Business Sales**  
- Japan #11 ▲
- Indonesia #7 ▲
- Philippines #5 ▼
- Malaysia #8 ▼

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Note: Data for full year 2020. For Manulife, New Business Sales is the same as APE Sales. Source: Local regulators, competitors’ website, insurance association and informal (industry exchange) market share.  
\(^1\) Mandatory Provident Fund. MPF market share is measured by share of assets under management and estimated net cash flows by scheme sponsor.  
\(^2\) China pertains to agency business (foreign insurers only).
Our Global WAM franchise has delivered strong results, including consistent net inflows and steady margin expansion.

Delivered positive net flows in 10 out of the past 11 years…
(C$ billions)


6 6 12 20 34 18 16 18 2 9

...contributing to AUMA growth...
(C$ billions)

2016 2020

554 754

+9% CAGR

...and scale benefits, which are reflected in our Core EBITDA margin (%)

2016 2020

24.5 29.2

+4.7 pps

Strong market rankings

1. Hong Kong MPF ranked scheme sponsor
2. Canada Retirement
2. U.S. Retirement Small Case Market
1. World's largest manager of timberland investments for private equity investors

Note: percentage change for AUMA is stated on a constant exchange rate basis, a Non-GAAP measure. Past performance cannot guarantee future performance. Net Flows, AUMA and Core EBITDA margin are non-GAAP measures. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides. 1 Based on Mandatory Provident Fund scheme sponsor net new cash flows and Asset Under Management. Based on the 4Q20 rankings as per the Mercer MPF Market Share Report. 2 Based on rolling 12 months as of 4Q20. 3 U.S. Retirement small case pertains to <$10 million. 4 Assets managed by Hancock Natural Resource Group.
Asia and Global WAM rapidly comprising a larger share of total core earnings, and growth in Asia Other has been remarkable.

Core Earnings contributions from Asia and Global WAM have increased (C$ billions)

- 2016: Asia 4, Global WAM 51%, Other 16%, Total 58%
- 2020: Asia 4, Global WAM 38%, Other 33%, Total 58%

Asia Other has been an important driver of Asia's Core Earnings growth (US$ billions)

- 2016: Asia Other 1.0, Japan 44%, Hong Kong 28%, Other Global WAM 20%
- 2020: Asia Other 1.6, Japan 52%, Hong Kong 36%, Other Global WAM 20%

Expanding our disclosures to report China, Singapore and Vietnam separately as they are meaningful contributors to Asia's Core Earnings (US$ millions, Asia Other 2020 Core Earnings)

- Vietnam: 41%
- Singapore: 19%
- China: 24%
- Other Emerging Markets: 16%

Note: Core Earnings is a non-GAAP measure. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides. See 2020 MD&A for reconciliation of core earnings to net income (loss) attributed to shareholders. Order of the vertical bars on the chart correspond to the order in the legend.
The next phase of our strategy
We have entered a *new phase of our strategy*

<table>
<thead>
<tr>
<th>2018–2020</th>
<th>2021–2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengthened our foundation...</strong></td>
<td><strong>...to accelerate growth</strong></td>
</tr>
<tr>
<td>• Greater <strong>financial flexibility</strong> – strengthened capital position <em>and</em> reduced leverage, while concurrently deploying capital</td>
<td>• The <strong>customer</strong> remains at the core of everything we do</td>
</tr>
<tr>
<td>• <strong>Right-sized the expense</strong> base – eliminated $1 billion of costs <em>and</em> established a culture of expense discipline</td>
<td>• Heavy focus on <strong>digital and technology</strong></td>
</tr>
<tr>
<td>• Laid the foundation for Manulife’s <strong>digital transformation</strong></td>
<td>• <strong>Invest</strong> in our highest potential businesses to deliver organic growth with superior returns and selective use of M&amp;A</td>
</tr>
<tr>
<td>• Invested in <strong>building our talent bench</strong> and driving top-quartile employee engagement</td>
<td>– Asia: accelerate growth in our <strong>agency</strong> force and <strong>exclusive bancassurance</strong>, and accelerate <strong>China</strong> and <strong>South-East Asia</strong></td>
</tr>
<tr>
<td>• <strong>Built scale in Asia</strong> and narrowed the gap between Manulife and the #2 pan-Asian player</td>
<td>– Global WAM: accelerate growth by capturing the <strong>opportunity in Retail and Retirement</strong></td>
</tr>
<tr>
<td>• Delivered <strong>asset and margin expansion</strong> in <strong>Global WAM</strong></td>
<td>• Continue to focus on <strong>optimizing legacy businesses</strong> through the pursuit of organic and inorganic opportunities</td>
</tr>
<tr>
<td></td>
<td>• Culture will be a long-term, sustainable competitive advantage</td>
</tr>
</tbody>
</table>
Delivering on this new phase of our strategy requires clear and defined strategic priorities…

Accelerate Growth

<table>
<thead>
<tr>
<th>Core Earnings from highest potential businesses¹</th>
<th>Core Earnings from Asia (Insurance + WAM)¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>(% of total core earnings)</td>
<td>(% of total core earnings)</td>
</tr>
<tr>
<td>2017 54</td>
<td>2017 36</td>
</tr>
<tr>
<td>2020 62</td>
<td>2020 41</td>
</tr>
<tr>
<td>2022 67</td>
<td>2025 50</td>
</tr>
<tr>
<td>2025 75</td>
<td></td>
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</table>

Digital, Customer Leader

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<tbody>
<tr>
<td>+1</td>
<td>+12</td>
<td>+31</td>
<td>+37</td>
</tr>
<tr>
<td>2017 68</td>
<td>2018 68</td>
<td>2020 81</td>
<td>2025 88</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STP³ (%) 2017 2018</th>
<th>STP³ (%) 2017 2018</th>
<th>STP³ (%) 2017 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>41</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

2022 Target

2025 Supplemental Goal

See slide entitled “Caution regarding forward-looking statements” in 2021 Investor Day Legal Slides. Note: Core Earnings is a non-GAAP measure. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides. ¹ 2020 normalized for $400 million of core investment gains. ² Relationship Net Promotor Score. ³ Straight-through-processing includes money movement.
Manulife

...including continued execution of our foundational priorities

<table>
<thead>
<tr>
<th>Portfolio Optimization</th>
<th>Expense Efficiency</th>
<th>High Performing Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Earnings contribution from LTC &amp; VA¹ (% of total core earnings)</td>
<td>Expense Efficiency Ratio (%)</td>
<td>Employee Engagement²</td>
</tr>
<tr>
<td>24</td>
<td>25</td>
<td>&lt;15</td>
</tr>
</tbody>
</table>

2022 Target

2025 Supplemental Goal

Note: Core Earnings is a non-GAAP measure. See slide entitled “Caution regarding forward-looking statements” and “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides.

¹ 2020 impact normalized for COVID-19-related LTC gains and $400 million of core investment gains. 
² Employee engagement survey amongst global financial services and insurance peers.
Attractive investment thesis
Manulife is a compelling investment case

Solid foundation

Financial Flexibility
Conservatively managed capital position above our operating range
Committed to our medium-term leverage target of 25%

Released $5.9 billion of capital since 2018
Reduced risk and unlocked value

Culture of Expense Efficiency
Provides for superior returns as we scale
On track to sustain <50% expense efficiency ratio by 2022

Record of financial delivery

Robust Core EPS Growth
Medium-term target of 10-12%
15% CAGR from 2016-2019

Strong Core ROE
Medium-term target of 13%+ is sustainable as we scale
Exceeded target in 2018, 2019, and 1Q21

Attractive Dividend
Yield of ~4.4%¹
Medium-term target payout ratio of 30-40%
11% dividend increase CAGR from 2016-2020

Prized growth opportunities

Top 3 Pan-Asian insurer
With ambition to be clear top tier

Asia region on track to contribute 50% of core earnings by 2025
Earnings profile is changing rapidly

Scalable Global WAM platform
Integrated operating model and strong distribution capabilities support margin expansion

Behavioural insurance is a key differentiator
Strong demand for our innovative solutions

ESG commitments

Climate positive, and committed to steering our investment portfolio to be net zero by 2050
Contributing towards the urgent, global fight against climate change

Committed to Diversity, Equity, and Inclusion
We view DEI as a key differentiator and driver for our future success

Strong ESG ratings
73rd percentile – Dow Jones Sustainability Indices²
AA – MSCI ESG ratings³
B – CDP Climate Change Score⁴
Low – Sustainalytics ESG risk level⁵

Note: See slide entitled “Caution regarding forward-looking statements” in 2021 Investor Day Legal Slides. Refer to the 2020 Sustainability report for more information on Manulife’s ESG ratings. ¹ As of May 31, 2021. ² As of September 2020. ³ As of March 2021. ⁴ As of January 2021. ⁵ Visit their website for a full discussion of the rating/scoring methodology.
Key Messages

• We are committed to our customers by making their decisions easier and lives better

• We are executing on our strategic priorities and have delivered impressive financial results

• The megatrends in Asia and Global WAM are very attractive and Manulife is uniquely positioned to win in these markets

• We’ve entered a new phase of our strategy and have provided meaningful metrics to measure our progress through to 2025

• The investment case for Manulife has evolved and is compelling