

2018 Video Message to Shareholders

ROY GORI:

At Manulife, we have a clear mission that puts our customers at the centre of everything we do: Decisions made easier, lives made better. This is our north star and our internal rallying cry. It's driving the transformation of our tremendous business to become the most digital, customer centric global company in our industry.

We had a record year in 2018, where we delivered the highest net income and core earnings in our company's history. These strong results demonstrate that one, we have the right plan and two, tangible benefits are emerging from our strategic focus and commitment to each of three key stakeholders: our customers, our shareholders, and our employees.

We have five key strategic priorities and we are making concrete headway against each. Our portfolio optimization initiatives include actively managing our capital to ensure we can deliver the best returns. We're getting our cost structure in fighting shape and lowering the growth of our expenses. We're accelerating growth in our highest potential businesses, including Asia, Global Wealth and Asset management, our Group business, and behavioral insurance that rewards customers for living healthy.

Our focus on becoming a customer-centric leader means creating products and solutions that meet our evolving customer needs and interactions that are simpler, more intuitive, and faster. And we're fostering an inclusive culture to engage every employee and ignite an insurgent mindset to ensure Manulife is the best place to work and achieve your career potential. We're seeing great early wins but we also know transforming a company of our size and history is a journey that can't be completed overnight.

I'm excited and energized by the progress that we're making and our results tell the same story. By making decisions easier and lives better, delivering against our plan, offering rewarding career opportunities, and asking ourselves are we living up to our mission? I'm confident we'll continue to unlock significant, long-term value for all our stakeholders.