



	Nicole Arnaboldi	Guy Bainbridge	Susan Dabarno	Julie Dickson	Roy Gori	Tsun-yan Hsieh	Vanessa Kanu	Donald Lindsay	James Prieur	Andrea Rosen	May Tan	Leagh Turner
Key competencies												
Finance/Accounting We operate in a financial environment with complex accounting, actuarial and capital management issues	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Insurance/Reinsurance/Investment management We value industry expertise as it provides insight into operations, strategy, and market factors	✓	✓	✓	✓	✓				✓	✓	✓	
Risk management We operate in a complex risk environment and experience in risk disciplines and in navigating emerging business risks, opportunities, and/or threats provides us with expertise to effectively manage our principal risks	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓
Talent management/Executive compensation We want to attract, develop and retain the best talent globally as we focus on transforming our business	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Technology/Operations We value technology and cybersecurity expertise as we focus on transforming our business by using technology to become a digital, customer leader			✓		✓	✓	✓	✓	✓			✓
Key experience												
Asia experience Business and cultural experience in regions in which we operate, particularly in those regions where we are focusing on accelerating growth, is essential to providing oversight in the best long-term interests of the company	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓
Government relations/Public policy/Regulatory Experience with governmental agencies provides valuable insight into government processes and actions, and knowledge of the regulatory environments across our geographical footprint is essential to understanding the threats and opportunities of our long-term strategy				✓		✓						
Public company executive/Director Public company experience provides practical insights on the operations and governance of a complex, publicly-traded organization	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Digital transformation/Sales/Marketing Experience in sales and marketing provides valuable market and consumer insights as we focus on transforming our business and becoming a digital, customer leader			✓		✓	✓						✓
Environmental/Climate/Social Experience in sustainability matters (e.g., climate, diversity, equity and inclusion, human rights) provides us with expertise that supports board monitoring and oversight of relevant strategies, including Manulife's ESG and sustainability framework	✓					✓	✓	✓		✓	✓	✓