

# Global Wealth and Asset Management

Unlocking the next stage of growth

Paul Lorentz, President and CEO, Manulife Investment Management  
June 29, 2021



# Agenda

- **Overview of Manulife Investment Management (MIM)**
- **Strong track record of execution**
- **A clear path for growth**

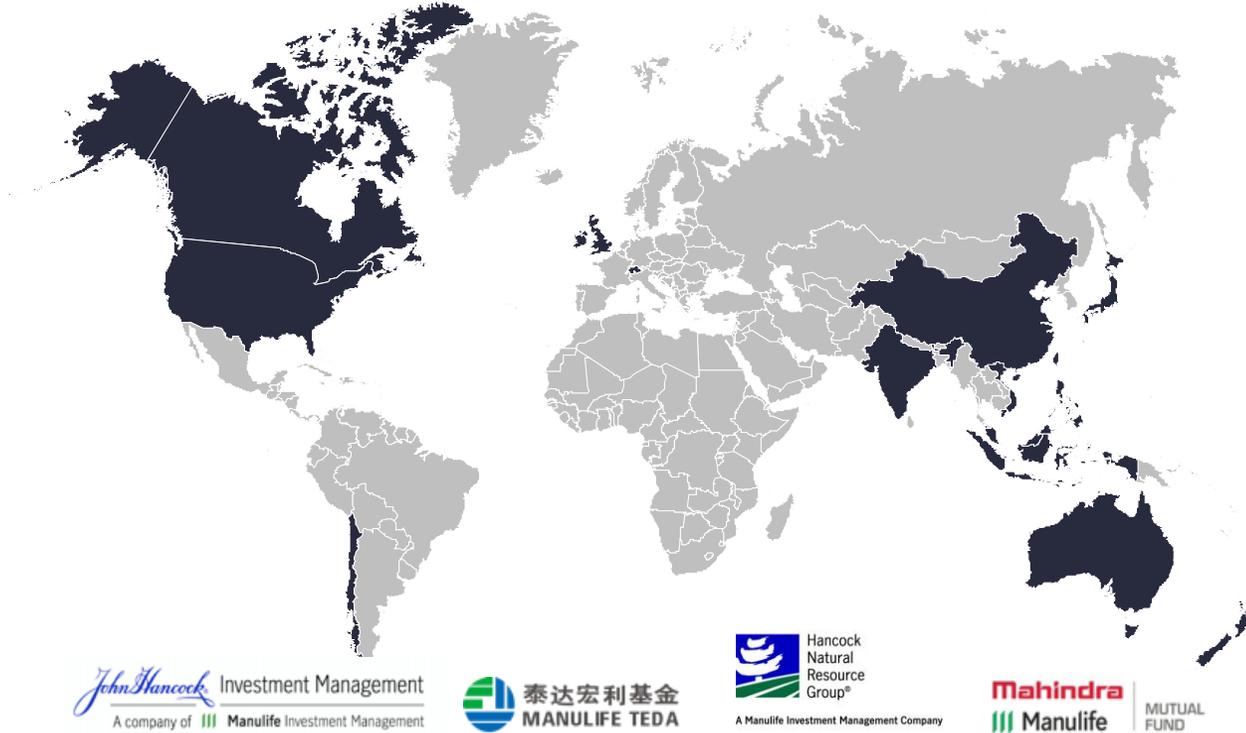
# Key Messages

- Manulife Investment Management is a primary **growth engine** for Manulife
- Our insurance heritage gives us a **competitive advantage** versus stand alone wealth and asset management businesses
- Diversified business with **global presence and scale** across three business lines
- **Strong track record of operating results** over the last five years and demonstrated **resilience** throughout the global pandemic
- Delivered **positive net flows in ten of the past eleven years**, supported by **solid investment performance**
- A clear path for **future growth** and **uniquely positioned** to capitalize on emerging global trends

# Overview of Manulife Investment Management

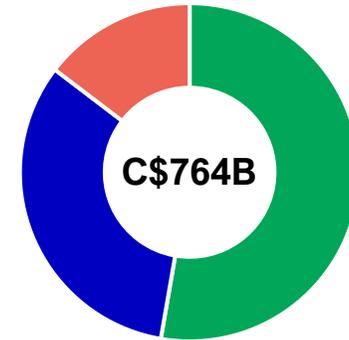
# Manulife Investment Management has a *global presence* across three business lines, providing investors with *local insights on a global scale*

Manulife Investment Management



AUMA<sup>1</sup>

- Retirement
- Retail
- Institutional



Over **100**

year history in Canada, Asia and the U.S.<sup>4</sup>

**27<sup>th</sup>**

largest money manager globally<sup>3</sup>

**18**

geographies globally<sup>2,4</sup>

**~14M**

customers globally<sup>4</sup>

<sup>1</sup>Assets under management and administration (AUMA) as of March 31, 2021. AUMA is a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides. <sup>2</sup> Offices in the U.S., Canada, Japan, Hong Kong, Singapore, Taiwan, Indonesia, Vietnam, Malaysia, India, the Philippines, England, Ireland, Switzerland and China. In addition, we have timberland/farmland offices in Australia, New Zealand and Chile. <sup>3</sup> Source: Pensions & Investments Money Managers 2020 Survey, released May 2021. <sup>4</sup> As of December 31, 2020.

# Our Retail business has delivered consistent *growth*, supported by *strong distribution capabilities*

## Global market leader

~6M

customers<sup>1</sup>

9<sup>th</sup>

largest multi-manager investment manager globally<sup>2</sup>

12

geographies<sup>1,3</sup>

## Key strengths drive steady growth

### Diverse product-shelf

Breadth of wrapper-agnostic products offered through multi-manager model

### Strong distribution

Diversified advice, investment solutions, long-standing relationships & distribution channels make us a partner of choice

### Ability to leverage insurance affiliate & Retirement platform

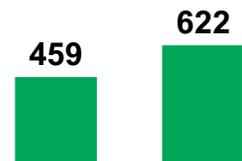
Access to insurance distribution and investment vehicles provide a more comprehensive value proposition

### Regional presence

On the ground presence of investment management teams in local markets

### Core EBITDA<sup>4</sup>

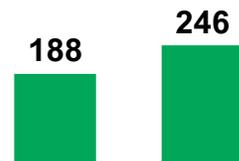
(C\$ millions)



2016 2020

### AUMA<sup>4</sup>

(C\$ billions)



2016 2020

## How we serve our customers

### Customers

Mass market customers  
Affluent customers  
High-Net-Worth (HNW) customers



### Distribution channels

#### Intermediary channels

- Broker/Dealers
- Banks
- Managing General Agency/Agents
- Recordkeeping platforms

#### Direct channels

- Investment advisors
- Digital
- Private Wealth relationship managers
- Life insurance agents
- Recordkeeping platforms

### Products and services

- Investment solutions
- Financial and investment advice
- Private Wealth & Estate solutions (for HNW clients)

<sup>1</sup> As of December 31, 2020. <sup>2</sup> Source: Pensions & Investments Money Managers 2020 Survey, released May 2021 – based on managers assigning assets to others. <sup>3</sup> Offices in the U.S., Canada, Japan, Hong Kong, Singapore, Taiwan, Indonesia, Vietnam, Malaysia, India, the Philippines, and China. <sup>4</sup> Core EBITDA and AUMA are Non-GAAP measures. See slide entitled “Performance and Non-GAAP Measures” in 2021 Investor Day Legal Slides.

# We have a *leading* global Retirement business, with *significant* growth potential

## Global market leader

~8M

customers<sup>1</sup>

8th

largest global Defined Contribution plan provider<sup>2</sup>

5

geographies<sup>1,3</sup>

## Key strengths drive steady growth

### Trusted brand & strong market position

Provides peace of mind to our customers & helps to advance conversation as being best-in-class solution provider

### Diverse capabilities

Ability to leverage platform to provide wide range of products, investment solutions and advice

### Ability to leverage insurance agents in Asia

Access to agents' client base, allows us to reach more customers

### Deeper connections with high-touch support

Dedicated relationship management teams & member services

### Global scale

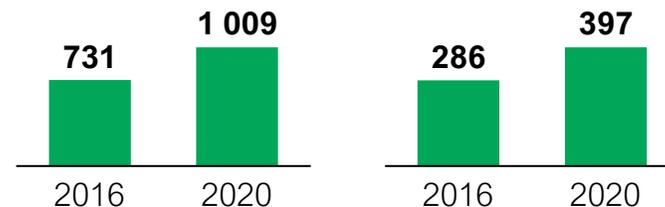
Ability to leverage global scale across markets, as well as integrate our investment solutions, enhances value proposition

### Core EBITDA<sup>4</sup>

(C\$ millions)

### AUMA<sup>4</sup>

(C\$ billions)



## How we serve our customers

### Customers

- Plan participants
- Plan sponsors
- Rollover individuals<sup>5</sup>



### Distribution channels

#### Intermediary channels

- Financial advisors
- Third party administrators
- Consultants/Brokers

#### Direct channels

- Rollover advisory services
- Life insurance agents

### Products and services

- Financial and investment advice
- Investment solutions
- Recordkeeping services

<sup>1</sup> As of December 31, 2020. <sup>2</sup> Internal calculation, based on assets under management (AUM) as at December 2019. <sup>3</sup> Offices in the U.S., Canada, Hong Kong, Indonesia and Malaysia. <sup>4</sup> Core EBITDA and AUMA are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides. <sup>5</sup> Rollover individuals represent plan participants who leave sponsor plans due to early exit or retirement from current employer.

# Growing Institutional Asset Management presence backed by a deep history of managing assets over a long-time horizon

## Global market leader

46<sup>th</sup>

largest Institutional money manager globally<sup>1</sup>

US \$10.6B

of timberland assets managed globally for institutional investors, making us the world's largest timberland manager<sup>2</sup>

18

geographies<sup>3</sup>

## Key strengths drive steady growth

### Investment expertise

Broad range of global investment capabilities with significant tenure across asset classes, and 'boots on the ground' locally<sup>3</sup>

### Commitment to sustainable investing & ESG

Recognized as a leader in ESG investing across public and private markets<sup>4</sup>

### Access to parent's balance sheet

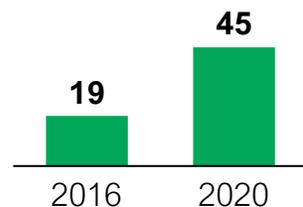
Allows for development of new capabilities using seed capital, and potential to invest General Account assets alongside third-party investors

### Global scale

Develop investment products at scale to distribute across global Retail, Retirement and Institutional channels

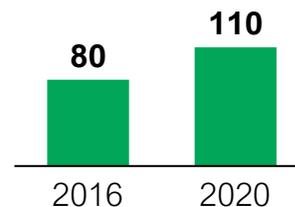
### Core EBITDA<sup>5</sup>

(C\$ millions)



### AUMA<sup>5</sup>

(C\$ billions)



## How we serve our customers

### Customers

Pension plans  
Endowments  
Sovereign Wealth Funds

Financial institutions  
Foundations



### Distribution channels

#### Intermediary channels

- Consultants
- Gatekeepers

#### Direct channels

- Direct sales

### Products and services

- Investment capabilities across public and private asset classes
- Outcome-oriented solutions

<sup>1</sup> Source: Pensions & Investments Money Managers 2020 Survey, released May 2021. <sup>2</sup> AUM as of December 31, 2020. Assets managed by Hancock Natural Resource Group. <sup>3</sup> Offices in the U.S., Canada, Japan, Hong Kong, Singapore, Taiwan, Indonesia, Vietnam, Malaysia, India, the Philippines, England, Ireland, Switzerland and China. In addition, we have timberland/farmland offices in Australia, New Zealand and Chile. As of December 31, 2020. <sup>4</sup> Recognized in the PRI Leaders Group 2020. <sup>5</sup> Core EBITDA and AUMA are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

# Given our *integrated* business lines and *differentiated* offering we have a clear *right to win*...

## Right to win

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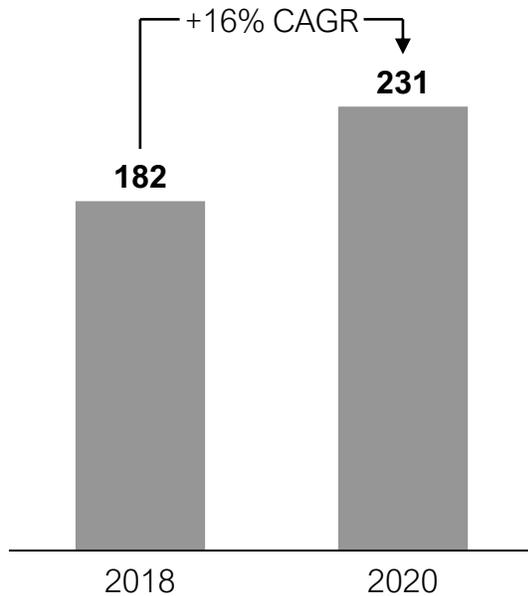
- **Strong brand** presence allows us to increase our outreach to a large, diverse customer base
- **Insurance heritage** enables us to leverage insurance platform and strong distribution to reach more clients, and access to capital provides additional opportunities for growth
- **Proven track record** of delivering **solid investment performance**, plus on the ground regional teams that engender trust
- **Long-term investment management expertise** enables us to manufacture solutions across public & private asset classes
- **Ability to sell multi-format** solutions through **different channels, at global scale**
- **Integration across business lines** allows us to offer a more compelling value proposition while generating a higher margin

# ...and our insurance heritage is a *competitive advantage* which further separates us from the competition

	Manulife		Manulife Investment Management
<b>Brand</b>	<ul style="list-style-type: none"> <li>Top 10 global life insurance company<sup>1</sup> with long history of investing assets to support long-dated liabilities</li> </ul>	→	<ul style="list-style-type: none"> <li>Trust &amp; integrity of parent brand key to investment relationships</li> </ul>
<b>Long-term investment management expertise</b>	<ul style="list-style-type: none"> <li>Deep expertise in fixed income credit and investing in and operating long-dated assets, particularly illiquid alternatives</li> </ul>	→	<ul style="list-style-type: none"> <li>Utilizes deep expertise in long-term credit investing and managing and operating alternative assets</li> </ul>
<b>Partnership element between General Account &amp; MIM</b>	<ul style="list-style-type: none"> <li>Strong balance sheet</li> </ul>	→	<ul style="list-style-type: none"> <li>Access to Manulife's balance sheet for seeding new capabilities</li> <li>Invest General Account assets alongside third-party investor's assets</li> </ul>
<b>Distribution access</b>	<ul style="list-style-type: none"> <li>Utilizes thousands of proprietary agents and multiple bank relationships globally to distribute products</li> </ul>	↔	<ul style="list-style-type: none"> <li>Leverages distribution force to also distribute MIM's Retail and Retirement products</li> </ul>
<b>Insurance solutions</b>	<ul style="list-style-type: none"> <li>Ability to leverage proprietary investment solutions within insurance offerings</li> </ul>	↔	<ul style="list-style-type: none"> <li>Ability to package asset management capabilities in insurance vehicles</li> </ul>

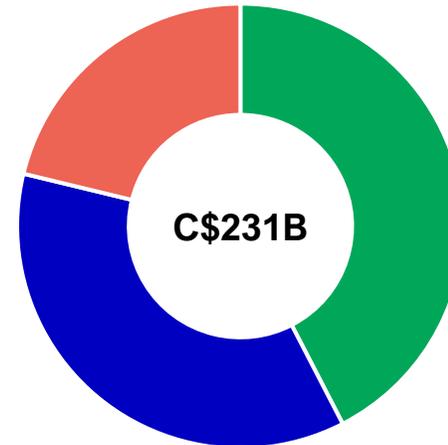
# In addition, we manage assets on behalf of other segments which provides *further scale and value*

**AUMA managed on behalf of other segments<sup>1</sup>**  
(C\$ billions)



**AUMA managed on behalf of other segments<sup>1,2</sup>**

■ Asia 42% ■ U.S. 37% ■ Canada 21%

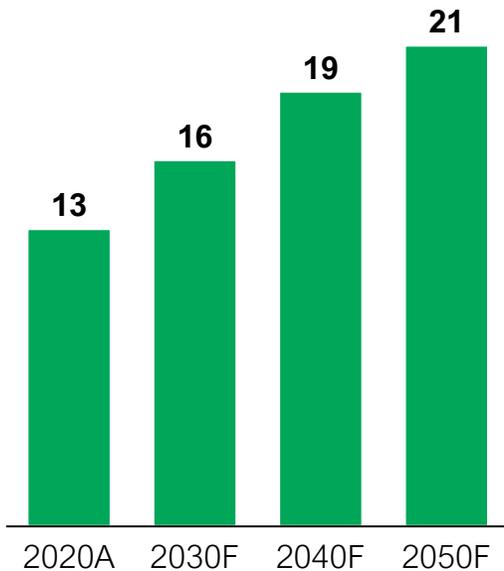


<sup>1</sup> Percentage change is stated on a constant exchange rate basis. AUMA and constant exchange rate basis are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

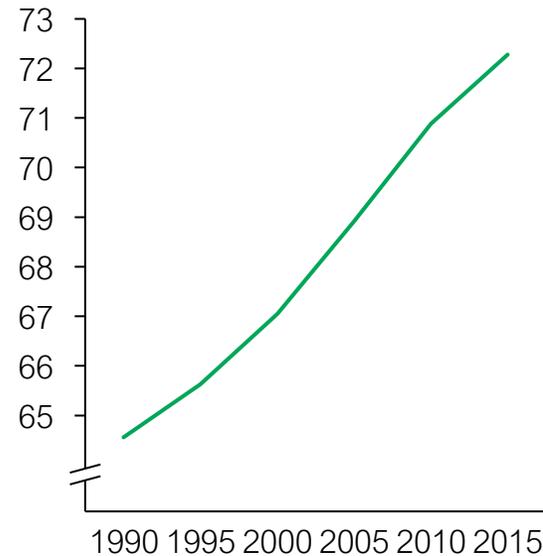
<sup>2</sup> As of December 31, 2020.

# Compared to our peers, these characteristics *uniquely* position us to *capture* the emerging trends across the industry

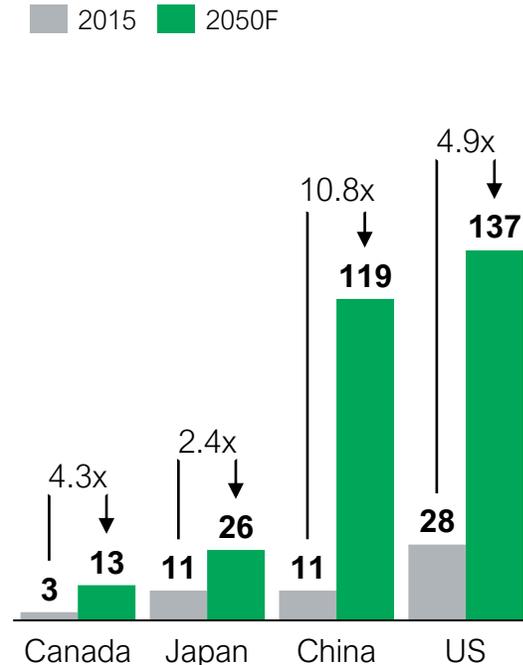
**The 60 and older demographic is the fastest growing market globally**  
(% of population 60 and over)<sup>1</sup>



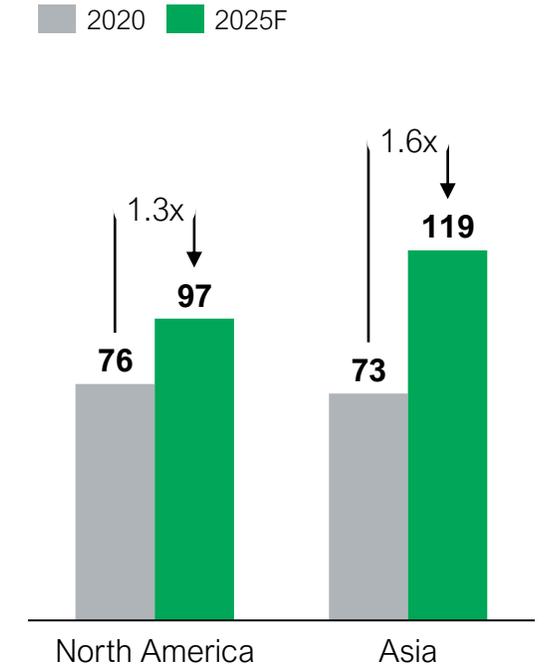
**Global life expectancy continues to increase**  
(Life expectancy at birth for world population)<sup>2</sup>



**The retirement gap is projected to expand at a rapid pace**  
(US\$ trillions)<sup>3</sup>



**Net household wealth in Asia is expected to increase rapidly by 2025**  
(Household wealth, US\$ trillions)<sup>4</sup>



An aerial photograph of a dam structure. The dam is a long, narrow concrete wall with a white stone riprap base, extending from the bottom center towards the top right. To the left of the dam is a large body of dark blue water. To the right is a lighter blue body of water. A paved road with a white dashed line runs along the top of the dam. A small figure of a person is visible on the road. The right side of the dam is a rocky embankment with sparse green and yellow vegetation.

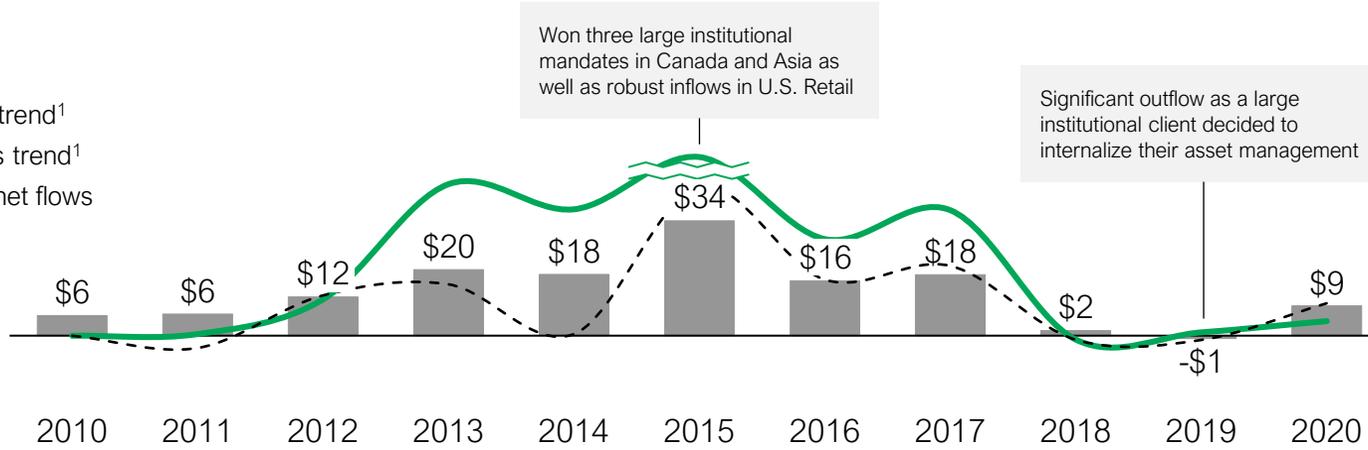
# Strong track record of *execution*

# We have delivered *positive net flows* in ten of the past eleven years, driven by our diverse business model...

## Net Flows

(C\$ billions)

- MIM net flows trend<sup>1</sup>
- - Peers net flows trend<sup>1</sup>
- MIM absolute net flows



- Outflow
- + Inflow

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Retail	+	+	+	+	+	+	+	+	-	+	+
Retirement	+	+	+	+	+	+	+	+	-	+	+
Institutional	-	-	+	+	+	+	+	+	+	-	+
Asia	+	+	+	+	+	+	+	+	+	+	+
Canada	+	+	-	+	+	+	+	+	+	-	+
U.S. <sup>2</sup>	+	+	+	+	+	+	-	+	-	-	-

## Total Net Flows since 2016<sup>3</sup>

(C\$ billions)

#1 Peer	\$485
#2 Peer	\$72
#3 Peer	\$57
#4 MIM	\$44
#5 Peer	\$40
#6 Peer	\$10
#7 Peer	\$(18)
#8 Peer	\$(46)
#9 Peer	\$(67)

Note: Past performance cannot guarantee future performance. Net flows is a Non-GAAP measure. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides. <sup>1</sup> Net flows trend line is indexed to 2010's net flows to show increase/decrease of flows relative to a common starting point and is calculated as a simple average. Peer net flow data sourced from public company disclosures and includes Amundi, Great-West Lifeco, Invesco, Principal Financial Group, Prudential, Sun Life, T. Rowe Price and Voya. Note 2010 & 2011 data excludes Voya as it was spun off from ING in 2013 and established independent financial backing through an IPO. These peers were selected based on their similarities to MIM's businesses and geographical presence. FX rates utilized based on annual averages and sourced from Bloomberg. <sup>2</sup> U.S. business line includes Europe. <sup>3</sup> Peer net flow data sourced from public company disclosures and includes Amundi, Great-West Lifeco, Invesco, Principal Financial Group, Prudential, Sun Life, T. Rowe Price and Voya. These peers were selected based on their similarities to MIM's businesses and geographical presence. FX rates utilized based on annual averages and sourced from Bloomberg.

# ...and strong net flows have been supported by *solid investment performance*

Asset Class	1-Year	3-Year	5-Year
	% of Assets Above Peer/Index <span style="color: green;">■</span> 50-69% <span style="color: darkgreen;">■</span> 70-89% <span style="color: black;">■</span> 90-100%		
<b>Equity</b>	71%	65%	65%
<b>Fixed Income<sup>1</sup></b>	80%	75%	75%
<b>Asset Allocation</b>	55%	64%	70%
<b>Balanced</b>	90%	91%	100%
<b>Alternatives</b>	51%	63%	60%
<b>Total<sup>2</sup></b>	71%	69%	72%

## Further enhancing investment performance remains a key area of focus

1. Optimize product offerings to focus on key areas of strength
2. Added investment talent to strengthen core capabilities
3. Enhanced succession planning to ensure long-term stability

Note: Past performance cannot guarantee future performance. Investment performance is as of December 31, 2020 and assesses Retail, Institutional, Insurance and Retirement platforms globally compared to peers or their respective index. <sup>1</sup> Fixed Income includes Money Market. <sup>2</sup> Investment performance assets under management of C\$598 billion, reflects GWAM assets under management (AUM) but excludes certain assets managed on behalf of other MFC segments, as well as 3<sup>rd</sup> party products, liability-driven investing assets, select Private Markets strategies, select Retirement assets in Canada and passive strategies. Asset Allocation AUM has not been adjusted for allocations to proprietary products in other asset categories.

# Sustainability is an *integral* component of our investment process, providing both enhanced *risk mitigation* and *alpha creation* properties

## Integration into investment process

- View incorporation of ESG factors as extension of active bottom-up, fundamental approach
- Incorporate material ESG considerations across investment lifecycle, within a robust governance framework
- As stewards of client capital, committed to a strong engagement process with companies we invest in

– Recognized in PRI Leaders Group 2020<sup>1</sup>

**79%** Public market equity and fixed-income strategies fully integrate ESG<sup>2</sup>

## Responsible investing products

- 23** dedicated sustainability professionals globally<sup>3</sup>
- Committed to expanding our sustainable investing products and natural climate solutions
    - Manulife **Global Climate Pooled Strategy**<sup>4</sup>
    - Manulife **Global ESG High Yield Bond Strategy**<sup>4</sup>
    - Sustainable **Asia Bond Strategy**<sup>4</sup>
    - Manulife **ESG Asian Multi-Asset Income Strategy**<sup>4</sup>
  - Thematic investments in timberland and agriculture offer nature-based solutions

## Stewardship

- Drive positive change through active engagement with investee companies
- Collaborate with stakeholders to influence adoption of best practices



- Incorporating high standards & sustainability considerations in the operation of real assets

<sup>1</sup> Principles for Responsible Investment, recognized for responsible investment work in climate reporting. As of December 31, 2020. <sup>2</sup> Based on a proprietary framework and AUM as of December 31, 2020. <sup>3</sup> As of April 2021.

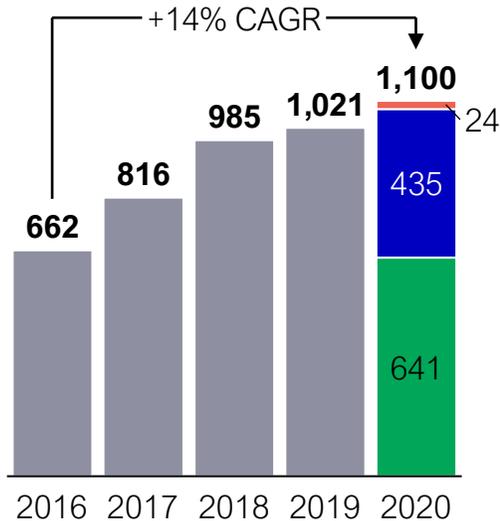
<sup>4</sup> Strategies may not be available in all jurisdictions.

# Our solid performance and strong distribution model have resulted in *double-digit earnings growth* and solid *asset expansion...*

## Core earnings<sup>1</sup>

(C\$ millions)

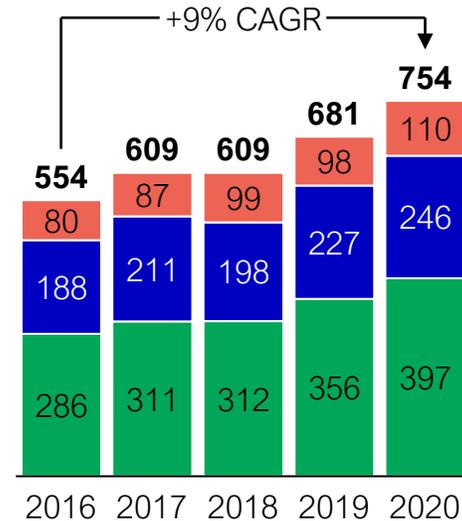
Retirement Retail Institutional



## AUMA<sup>1</sup>

(C\$ billions)

Retirement Retail Institutional

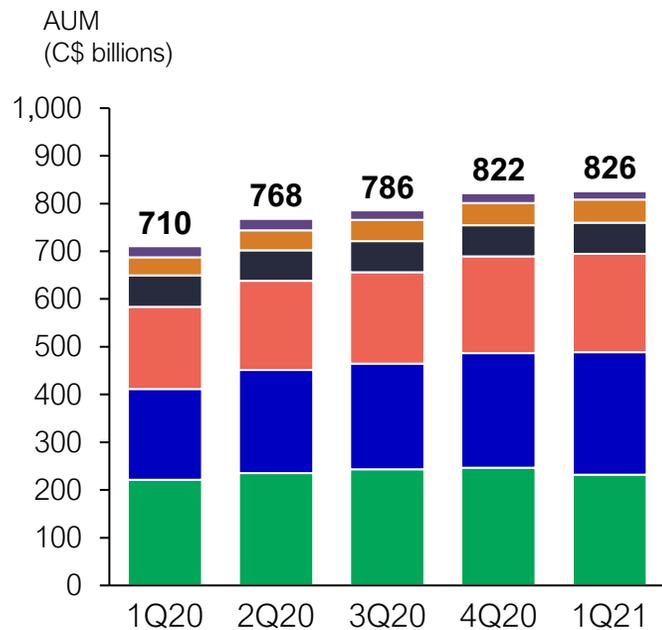


- Delivered core earnings CAGR of 14% since 2016 fueled by strong growth in both Retirement & Retail, and highlighting the power of diversity
- AUMA expansion continues to be solid, CAGR of 9% since 2016, with contributions across all three business lines
- Supported by disciplined expense management

# ...and the diversity of the MIM franchise is reflected in the *stable* Net Fee Income Yield and *growing* core EBITDA margins

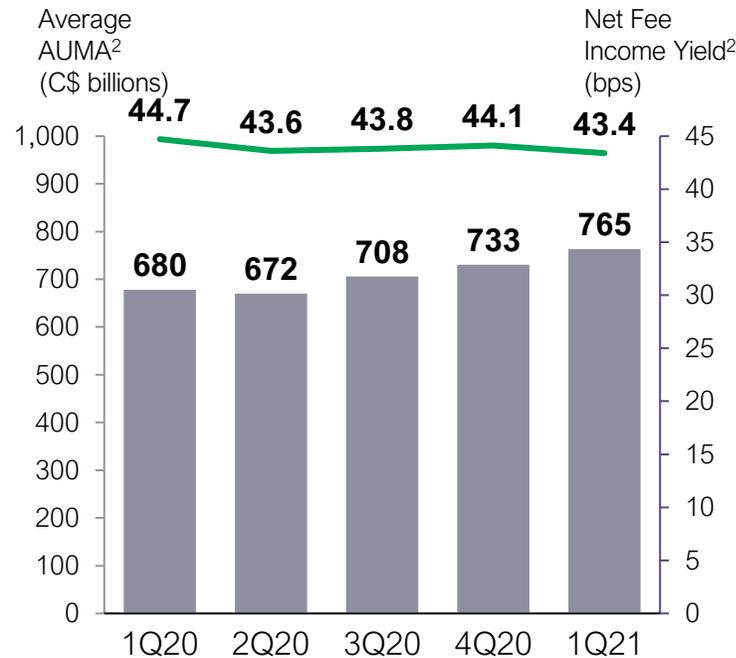
**AUM by Asset Class<sup>1,2</sup>**

- Money Market
- Alternatives
- Equity
- Balanced
- Asset Allocation
- Fixed Income



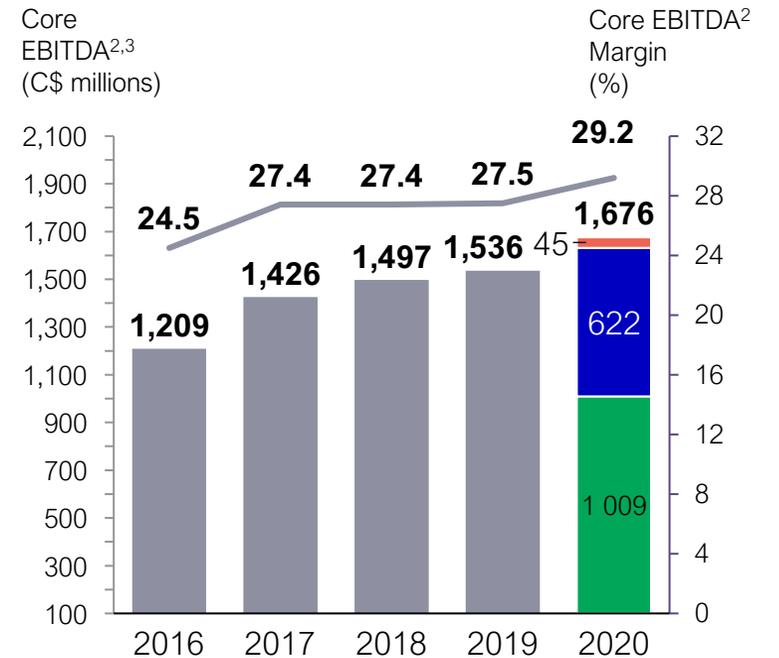
**Average AUMA & Net Fee Income Yield**

- Average AUMA



**Core EBITDA & core EBITDA margin**

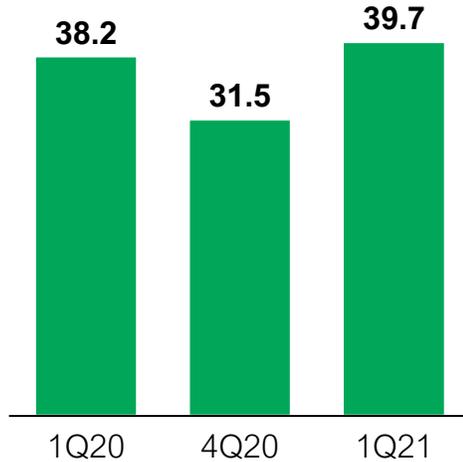
- Retirement
- Retail
- Institutional



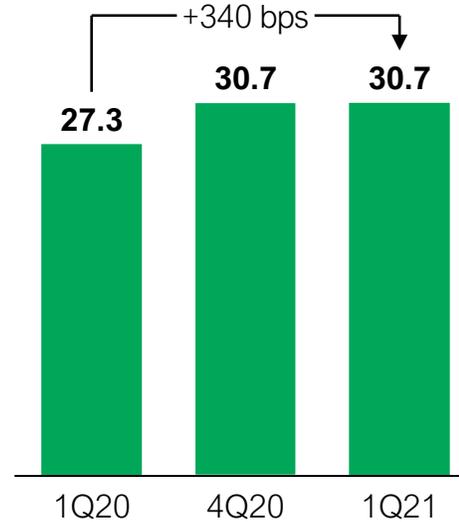
Order of the vertical bars on the chart correspond to the order in the legend. <sup>1</sup>AUM by Asset Class includes all GWAM managed assets under management, including assets managed by GWAM business units on behalf of other MFC segments. Alternatives mainly includes Private Markets managed real estate, timberland, private equity, infrastructure, agriculture and other ALDA assets. <sup>2</sup> AUM, Average AUMA, Net Fee Income Yield, Core EBITDA and core EBITDA margin are non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides. <sup>3</sup> Core EBITDA for 2016 and 2017 have been updated to reflect changes in reporting.

# Our strong momentum continued in 1Q21, as we delivered *record results* across gross flows, core EBITDA margins and core earnings

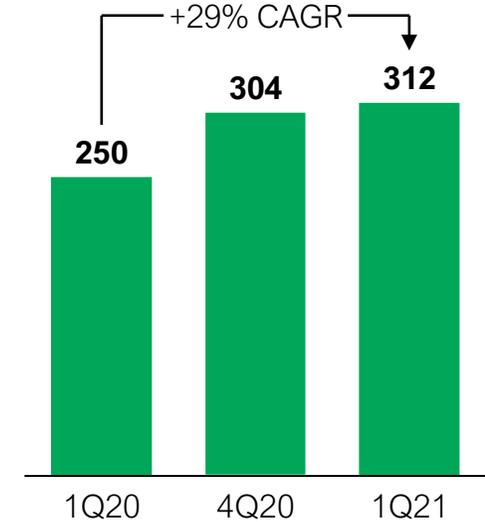
**Gross flows**  
(C\$ billions)



**Core EBITDA margin**  
(%)



**Core earnings**  
(C\$ millions)



Note: Percentage changes are stated on a constant exchange rate basis. Gross flows, core EBITDA margin, core earnings and constant exchange rate basis are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

An aerial photograph of a dam structure. The dam is built with a concrete wall on top, supported by a massive core of white rocks. To the left of the dam is a large body of dark blue water. To the right, a paved road with a white dashed line runs along the top of the dam. A person is visible riding a bicycle on the road. The right side of the dam slopes down to a rocky bank with some green and yellow vegetation, meeting another body of water.

*A clear* path  
for growth

# We have a *clear strategic direction* that will allow us to **capitalize on the industry's future growth drivers**

<b>Strengthen our commitment to Retail</b>	<ul style="list-style-type: none"><li>• Enhance customer reach and experience through expanded distribution, enriched digital capabilities and through the launch of new investment vehicles</li><li>• Leverage our global scale to drive efficiency</li></ul>
<b>Provide advice and solutions to Retirement participants to help them save and prepare</b>	<ul style="list-style-type: none"><li>• Target select segments of the market and enhance client experience through digital, and drive margin expansion by increasing proprietary investment management solutions</li><li>• Leverage data, analytics and diverse product shelf to prepare participants for retirement and increase roll-over capture rates</li></ul>
<b>Augment our asset management capabilities</b>	<ul style="list-style-type: none"><li>• Develop differentiated public and private market investment strategies, while building scale in our Private Markets business</li><li>• Lead at driving ESG awareness and offering unique integrated solutions</li></ul>
<b>And, well positioned for long-term growth in high growth markets</b>	<p>China  India </p>

# Capturing the Retail *growth opportunity* by partnering with our intermediaries, while *focusing* on our advice channels

## Market trends and opportunity

### Demand for human-delivered-advice remains

- Individuals continue to want both the expertise of an advisor and an omni-channel experience

### Large opportunity in select market segments

- Wealth concentration continues to increase among high-net-worth customers, as well as underserved segments such as women and millennials

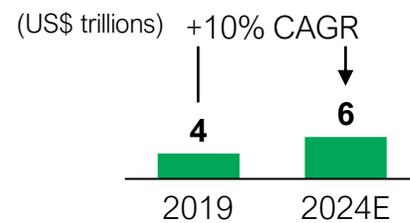
### Increase in wealth concentration

- Individuals are consolidating assets with one or two primary providers that can offer comprehensive advice and solutions

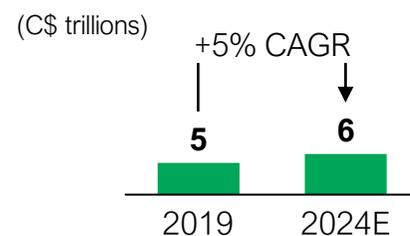
### Demand for innovative products on the rise

- Increasing interest in sustainability focused offerings, as well as non-traditional offerings such as alternatives

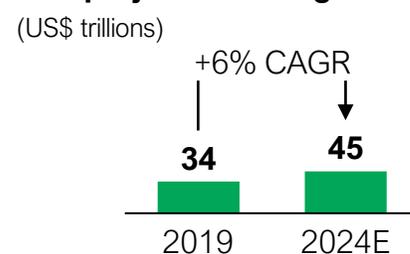
### Asia projected AUM growth<sup>1</sup>



### Canada projected AUM growth<sup>2</sup>



### U.S. projected AUM growth<sup>2</sup>



## Our growth drivers

### Prioritize investment in highest potential geographies

- Canada and Asia provide the opportunity to fully integrate capabilities and expand margin

### Expand customer base through advice and Asia agency force

- Increase our advice channels and leverage our growing agency force in Asia to drive customer acquisition

### Leverage the power of scale and data

- Leverage global scale and data and analytics to increase the efficiency of our distribution platform

### Extend unique investment capabilities across multiple vehicles

- Expand unique offerings across the ETF & SMA structure

### Invest in digital capabilities to drive expansion

- Secure intermediary shelf space & enter new channels with digital

### ESG & Asia asset management expertise drives innovation

- Leverage ESG leadership position and unique Asia capabilities to offer differentiated solutions to investors outside of Asia

<sup>1</sup> Source: Cerulli Associates. Asia Retail projected AUM growth includes China, Japan, Hong Kong, Taiwan, Singapore, Indonesia, Malaysia, the Philippines and India. <sup>2</sup> Retail wealth management projected AUM based on internal and external research estimates. See slide entitled "Caution regarding forward looking statements" in 2021 Investor Day Legal Slides.

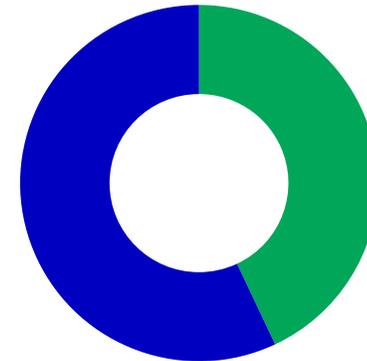
# In Asia we are developing digital channels to *deepen* customer relationships by *leveraging* our life insurance distribution potential

## iFunds: A one-stop digital platform for simplified portfolio management

- **Successfully launched** in the **Philippines & Hong Kong** in **2019**, and **Malaysia in 2020** with additional markets in the pipeline
- Clients can **easily** open accounts, **seamlessly** transact and monitor their fund portfolio & cash balances
- Provides clients with **digital fund analysis capabilities**, such as the **"Performance Snapshot" feature**
- Allows advisors to **quickly engage customers** and assist them in navigating fund choices **digitally** as the platform is integrated with the advisor experience
- Manulife iFunds **won the Platinum Award** for Financial Planning Tech at the 2019 IFTA Fintech Achievement Awards<sup>1</sup>

## Since launch, 57% of new mutual accounts opened digitally<sup>2</sup>

- Digital 57%
- Other Channels 43%



Currently over **120K** accounts & **~US\$1.8B** in AUM<sup>3</sup>

# The Retirement business provides an *opportunity* to help individuals plan, save and ultimately *transition* to retirement

## Market trends and opportunity

### Retaining plan participants

- Capturing asset rollover as individuals leave corporate plans is a growing opportunity

### Enhancing digital customer experience

- Plan participants' expectations are increasing, and a digital omni-channel experience is table stakes

**Extension into adjacencies** across the broader retirement “ecosystem” that meet clients’ needs across health, wealth, wellness, and planning

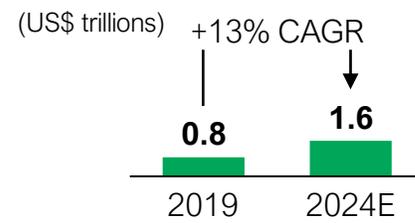
### Strong demand for income solutions

- Individuals worried they will outlive savings, creating needs to annuitize financial assets

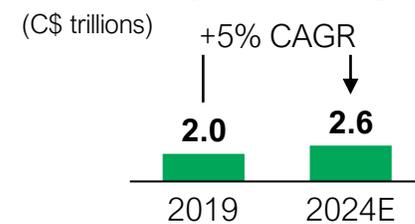
### Asia could become a bigger opportunity

- Southeast Asia is expected to experience strong growth and demand for private pension solutions
- Foreign insurers continue to enter China to innovate and develop potential pension solutions

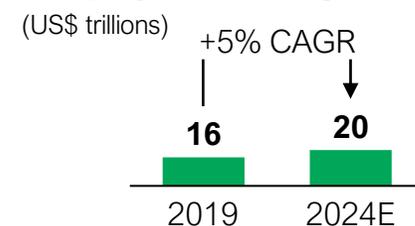
### Asia projected AUM growth<sup>1</sup>



### Canada projected AUM growth<sup>2</sup>



### U.S. projected AUM growth<sup>2</sup>



## Our growth drivers

### Win in specific segments of employer sponsored plan market

- Grow number of participants by targeting select segments and improve margins by expanding offering of proprietary solutions

### Invest in customer facing digital capabilities

- To drive improved experience for in-plan participants by digitizing customer journeys and increasing automation

### Improve both rollover capture rates and persistency

- Convert in-plan participants to individual customers by improving rollover experience and drive higher persistency of participants through comprehensive financial advice and innovative solutions

### Engage members to provide predictable income solutions

- Develop customer engagement platforms to provide advice to customers and offer income products at scale

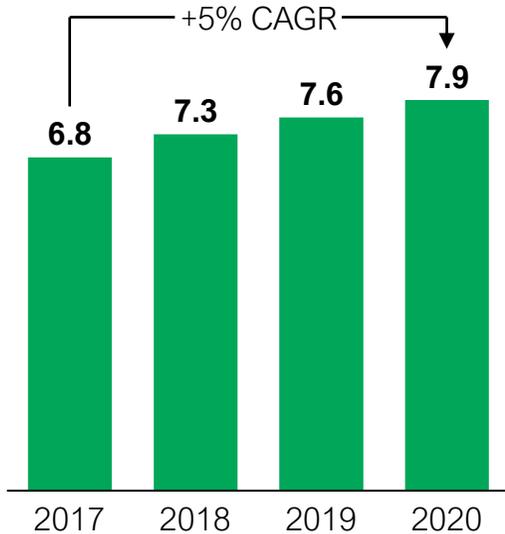
### Leverage the power of scale

- Ability to offer investment solutions and leverage global scale ensures we can continue to win in the local markets

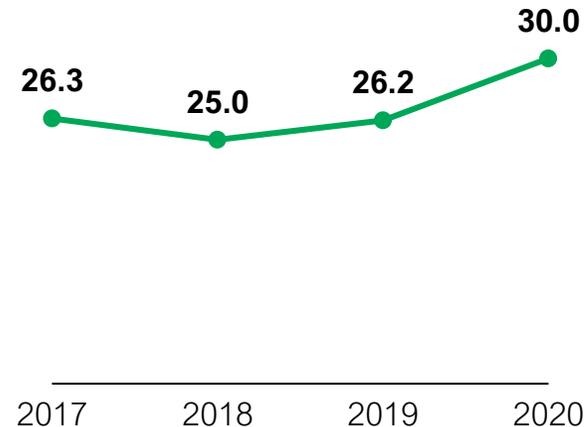
<sup>1</sup> Source: Cerulli Report Asset Management in Southeast Asia 2020, Cerulli Report Asian Distribution Dynamics 2020 and Cerulli Report Global Markets 2020. Asia Retirement projected AUM growth includes Hong Kong, Malaysia, Thailand, Singapore, Indonesia and China. <sup>2</sup> Retirement projected AUM based on internal and external research estimates. See slide entitled “Caution regarding forward looking statements” in 2021 Investor Day Legal Slides.

# The Retirement business has grown, and our *rollover retention strategy* has produced *consistent flows*

**Global participants**  
(millions)

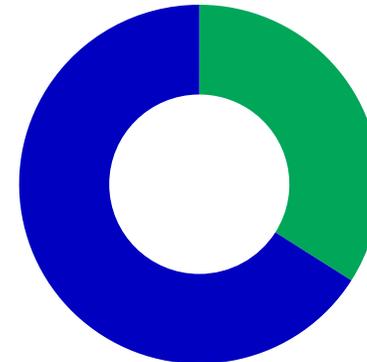


**Global rollover capture rate<sup>1</sup>**  
(%)

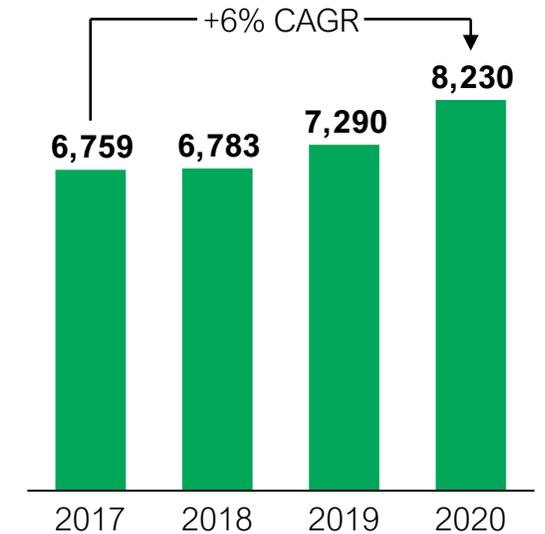


**Assets managed internally**

- Proprietary affiliated strategies 34%
- Third party strategies<sup>2</sup> 66%



**Rollover driven gross flows<sup>3</sup>**  
(C\$ millions)



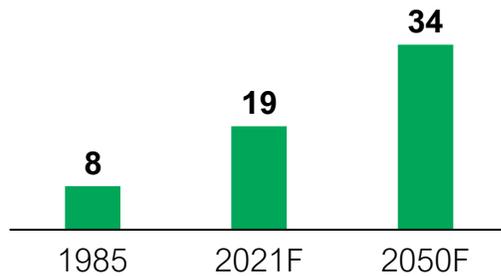
Note: Past performance cannot guarantee future performance.

<sup>1</sup> Rollover capture rate means the percentage of member participants retained after the members have left employee sponsored plan. Rollover capture rate includes stay-in-plan members. <sup>2</sup> Includes sub-advised and third-party strategies. <sup>3</sup> Gross flows percentage change stated on a constant exchange rate basis. Gross flows and constant exchange rate basis are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

# Our Hong Kong Retirement business is a great example of how we are *executing* on the *significant* retirement opportunity in Asia

## The need for retirement solutions in Hong Kong is growing

Percentage of population aged 65 or older<sup>1</sup> (%)



### Three pension pillars:

**Government provided**

Social Security

**Workplace savings**

MPF<sup>2</sup> & ORSO<sup>2</sup>

**Personal savings**

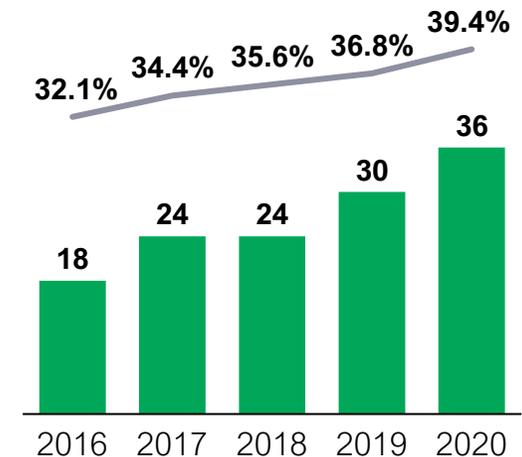
TVC<sup>2</sup>, Deferred Annuity, ILAS<sup>2</sup>, Mutual Funds

## Our winning MPF strategy is supported by strong distribution capabilities...

- Grow scale and solidify our #1 position
  - Formed a strategic alliance with Allianz in 4Q20<sup>3</sup>
  - Launched innovative income focused fund in 2020
- Further diversify distribution channels and accelerate sales
- Focus on effective retention and rollover strategies to meet evolving client needs
- Further enhance digital capabilities to support client needs

## ...leading to consistent growth in both AUM and market share

MPF AUM & Market Share by net flows<sup>4,5</sup> (US\$ billions) — Market Share ■ AUM



<sup>1</sup> Hong Kong Census and Statistics Department. As of September 2020. <sup>2</sup> MPF stands for Mandatory Provident Fund. ORSO stands for Occupational Retirement Schemes Ordinance. TVC stands for Tax Deductible Voluntary Contributions. ILAS stands for Investment Linked Assurance Scheme. <sup>3</sup> Expected to close in 2021. See slide entitled "Caution regarding forward looking statements" in 2021 Investor Day Legal Slides. <sup>4</sup> Mercer MPF Market Shares Report. As of December 2020. Market share based on net flows. <sup>5</sup> AUM and net flows are Non-GAAP measures. See slide entitled "Performance and Non-GAAP Measures" in 2021 Investor Day Legal Slides.

# We are *augmenting* our asset management capabilities to *drive* growth, while creating *new* revenue streams

## Market trends and opportunity

### Demand for active solutions remains strong

- Clients continue to seek alpha generation through focused active management strategies

### Private solutions are becoming mainstream

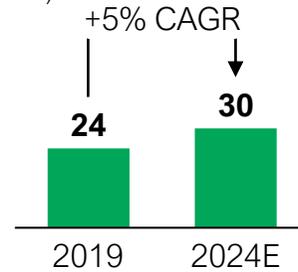
- The democratization of private markets continues, as retail and institutional investors seek out diversification

### Interest in ESG accelerating

- Increase in demand for ESG investing is evident in thematic and ESG-integrated styles in institutional mandates

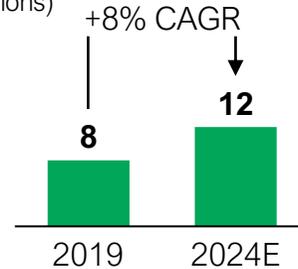
### Active public asset projected AUM growth<sup>1</sup>

(US\$ trillions)



### Private asset projected AUM growth<sup>2</sup>

(US\$ trillions)



## Our growth drivers

### Be the partner of choice for institutional clients globally

- Through our broad capability set and best-in-class asset management capabilities

### Expand public and private market investment capabilities

- Focus on differentiated public strategies, including global fixed income, specialty equity and growing Private Markets

### Leverage Asia investment expertise to enhance distribution

- Take advantage of strong Asia franchise by distributing our Asia investment capabilities globally

### Create value as a leader in ESG

- Continue to lead with ESG integration into our public market investment process & leverage Private Markets timberland and agriculture business to help clients achieve their ESG ambitions

### Assist asset owners in achieving their desired outcomes

- Leverage insurance heritage and long-term approach to managing liabilities to provide clients with unique solutions

<sup>1</sup> Based on internal and external research estimates and includes active equity, active fixed income, and active multi-assets. <sup>2</sup> Based on internal and external research estimates and includes real estate funds, private equity funds, infrastructure funds, private debt funds, structured products, commodity funds, absolute return/liquid alternatives, and rest of active alternatives. See slide entitled "Caution regarding forward looking statements" in 2021 Investor Day Legal Slides.

# Our *strategic* long-term investments in China & India will *drive growth* beyond our medium-term planning horizon

## Market attractiveness in the medium-term

## Our presence in the market

## Value proposition

China	<p><b>Mutual Fund AUM<sup>1</sup></b> (US\$ billions)</p> <p>+14% CAGR</p> <p>1 897      3 616</p> <p>2019      2024E</p>	<p>财智分享 &gt; 合赢人生</p> <p><b>Manulife</b> Investment Management 宏利投资管理</p> <p><b>Strategic Partnership with Albamen Capital Partners</b></p>	<p><b>JV</b></p> <ul style="list-style-type: none"> <li>Manulife TEDA provides both domestic fixed income and equity solutions</li> </ul> <p><b>WFOE<sup>2</sup></b></p> <ul style="list-style-type: none"> <li>Manulife WFOE provides ability to develop non-domestic public fixed income &amp; equity, as well as private management solutions</li> <li>This partnership with a leading China infrastructure private equity manager aims to capitalize on the global energy revolution</li> </ul>
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India	<p><b>Mutual Fund AUM<sup>1</sup></b> (US\$ billions)</p> <p>+11% CAGR</p> <p>346      571</p> <p>2019      2024E</p>	<p><b>Mahindra</b>   MUTUAL FUND</p> <p><b>Manulife</b></p>	<p><b>JV</b></p> <ul style="list-style-type: none"> <li>This joint venture aims to expand fund offerings, drive fund penetration and achieve long-term wealth creation in India</li> </ul>
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# Key Messages

- Manulife Investment Management is a primary **growth engine** for Manulife
- Our insurance heritage gives us a **competitive advantage** versus stand alone wealth and asset management businesses
- Diversified business with **global presence and scale** across three business lines
- **Strong track record of operating results** over the last five years and demonstrated **resilience** throughout the global pandemic
- Delivered **positive net flows in ten of the past eleven years**, supported by **solid investment performance**
- A clear path for **future growth** and **uniquely positioned** to capitalize on emerging global trends

# Appendix



# We have *deep expertise* across both fixed income and specialty equity strategies, backed by *strong performance*...

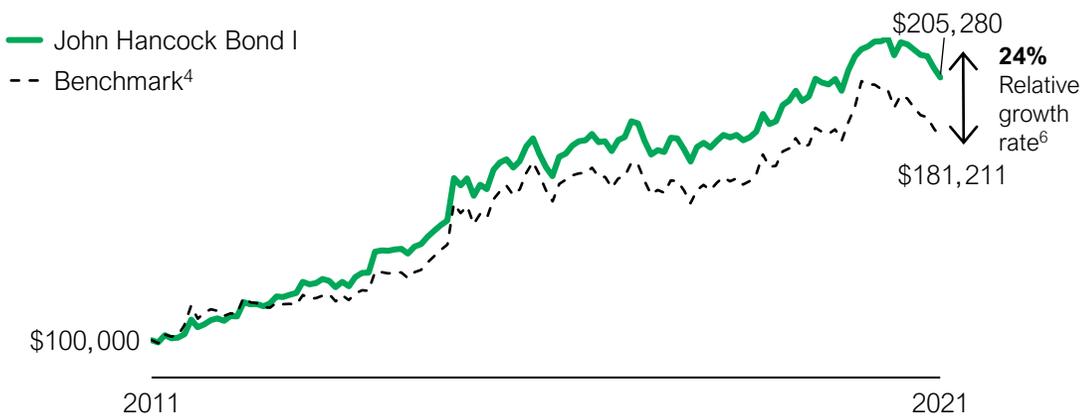
## John Hancock Bond I

**Investment Strategy** Invests in a variety of opportunities offered primarily by U.S. government, agency, and corporate bonds. To manage risk the fund uses broad diversification, sector allocation, issue selection and yield curve positioning.

**AUM<sup>2</sup>** C\$28 billion

**Morningstar** ★ ★ ★ ★ ★

Cumulative growth of C\$100,000 over a 10-year period<sup>3</sup>



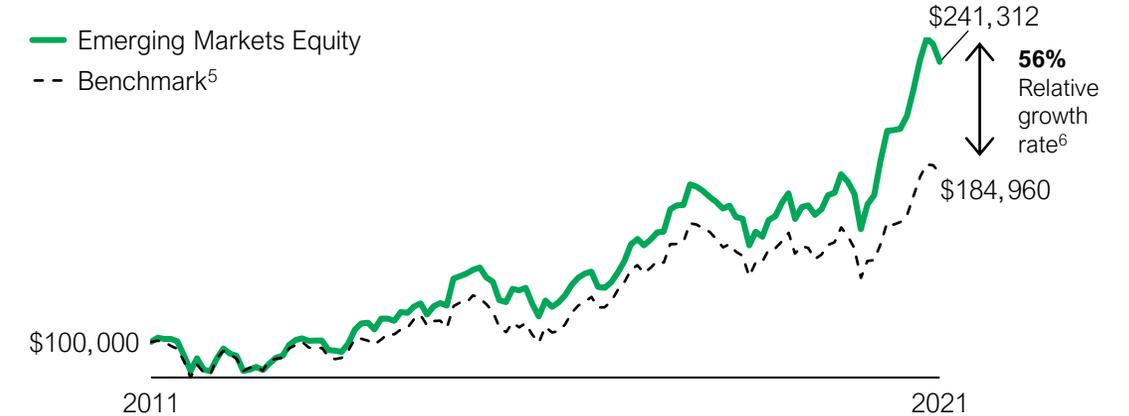
## Emerging Markets Equity<sup>1</sup>

**Investment Strategy** Employs fundamentally driven research to identify best-in-class emerging market growth companies while targeting countries that are benefitting from structural reforms and that possess rising spending power.

**AUM<sup>2</sup>** C\$3.5 billion

**Morningstar** ★ ★ ★ ★ ★

Cumulative growth of C\$100,000 over a 10-year period<sup>3</sup>



<sup>1</sup> A composite is an aggregation of one or more portfolios managed according to a similar investment mandate, objective, or strategy and is the primary vehicle for presenting performance to prospective clients. Composite includes Manulife Global Emerging Markets Equity Fund, Manulife Emerging Markets Fund, MIM Emerging Markets Equity Pooled Fund, JHTC – Emerging Markets Equity Index Trust, JHF Emerging Markets Equity Fund. <sup>2</sup> AUM as of March 31, 2021. <sup>3</sup> Past performance cannot guarantee future performance. <sup>4</sup> Benchmark used is BBgBarc US Agg Bond TR USD. <sup>5</sup> Benchmark used is MSCI EM NR USD. <sup>6</sup> Relative growth rate calculation measures the performance of a fund versus its benchmark by comparing their 10YR growth rates. Source: Morningstar Direct as of 3/31/21, 10YR/C\$100K Investment Growth Chart – net of fees.

# ...and we complement our proprietary offerings with select third party managers

## John Hancock International Growth I

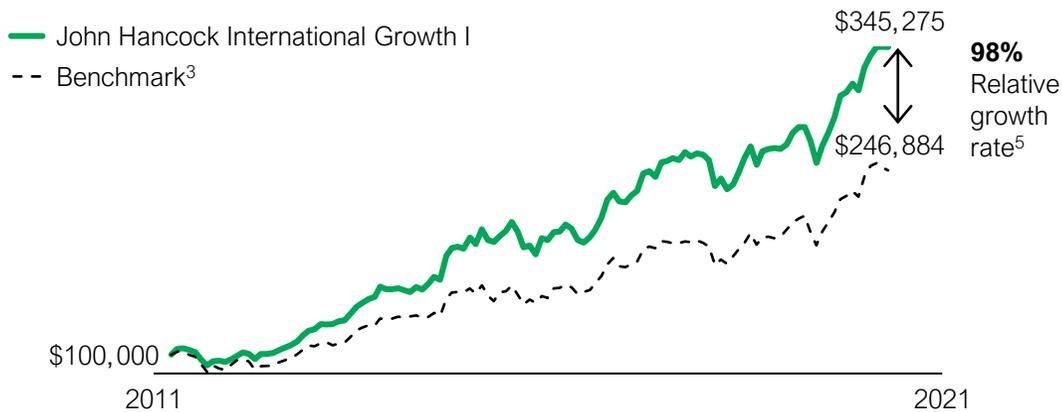
WELLINGTON  
MANAGEMENT®

**Investment Strategy** Targets high-quality, growing companies to potentially limit participation in falling markets while keeping pace in rising markets.

**AUM<sup>1</sup>** C\$16.0 billion

**Morningstar** ★★★★★

Cumulative growth of C\$100,000 over a 10-year period<sup>2</sup>



## Manulife World Investments F

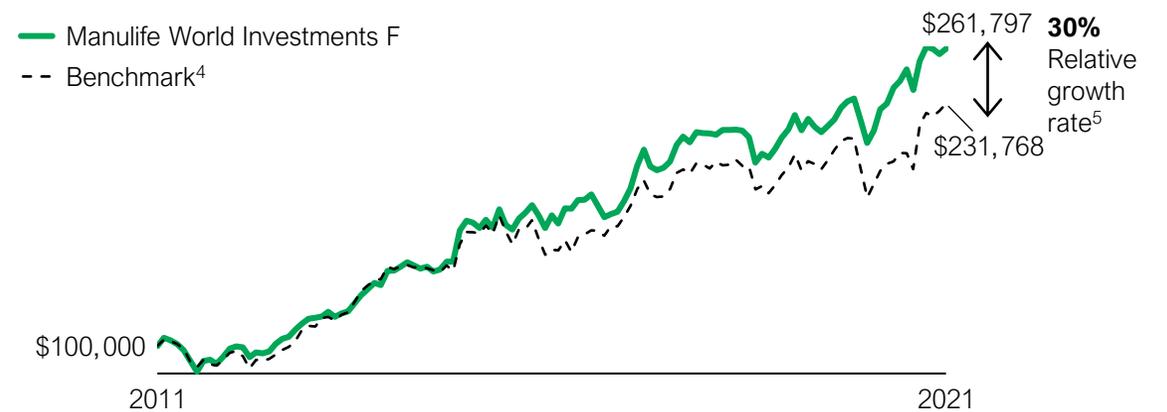
MAWER  
Be Boring. Make Money.™

**Investment Strategy** Intends to provide long-term growth potential and risk diversification through non-North American companies. Investing primarily in European and Asian companies that are likely to have stable and recurring revenues.

**AUM<sup>1</sup>** C\$2.4 billion

**Morningstar** ★★★★★

Cumulative growth of C\$100,000 over a 10-year period<sup>2</sup>



<sup>1</sup> AUM is aggregate amount of the Fund and the Class. AUM as of March 31, 2021. <sup>2</sup> Past performance cannot guarantee future performance. <sup>3</sup> Benchmark used is MSCI ACWI Ex USA Growth NR USD. <sup>4</sup> Benchmark used is MSCI EAFE GR CAD.

<sup>5</sup> Relative growth rate calculation measures the performance of a fund versus its benchmark by comparing their 10YR growth rates. Source: Morningstar Direct as of 3/31/21, 10YR/C\$100K Investment Growth Chart – net of fees.



 **Manulife** Investment Management