

Board Skills Matrix

The Board skills matrix below represents the Directors' key skills, which are particularly valuable to the effective oversight of the company and execution of our strategy.

Experiences and skills that a director possesses	Helen Y. Dee	Jose Isidro N. Camacho	Michele Marie Y. Dee	Francisco C. Eizmendi, Jr.	Richard S. Lim	Juan B. Santos	Lorenzo V. Tan	Leo Grepin	Rizalina G. Mantaring
Executive Leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓
Financial Services	✓	✓	✓		✓	✓	✓	✓	✓
Government Relations/Policy		✓		✓		✓	✓		✓
International Business		✓		✓	✓	✓	✓	✓	✓
Risk Management	✓	✓		✓	✓	✓	✓	✓	✓
Actuarial		✓			✓		✓	✓	✓
Human Resources		✓		✓	✓	✓	✓	✓	✓
Accounting	✓	✓	✓	✓	✓	✓	✓		✓
Customer needs, behavior and brands		✓			✓	✓	✓	✓	✓
Sales and Distribution		✓		✓	✓	✓	✓	✓	✓
Corporate Governance		✓		✓	✓	✓	✓	✓	✓
Corporate Development		✓		✓	✓	✓	✓	✓	✓