

Board of Director's Skills Matrix

The Board of Director's 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	Helen Y. Dee	Jose Isidro N. Camacho	Michele Marie Y. Dee	Francisco C. Eizmendi, Jr.	Richard S. Lim	Ingrid Gail Johnson	Rizalina G. Mantaring	Juan B. Santos	Lorenzo V. Tan
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	✓	✓		✓	✓	✓	✓	✓	✓