

Remuneration Disclosures



Pacific Life Re (Australia) Pty Ltd (ABN 91 601 822 431)

Updated as at 13 March 2026

Pacific Life Re (Australia) Pty Ltd (**PLRA**) is a life insurance company regulated by the Australian Prudential Regulation Authority (**APRA**) and is registered under the Life Insurance Act 1995 (Cth).

Pacific Life Re (or the "**Division**") is a division of the Pacific Life group of companies (the "**Group**"). The Division is comprised of 3 Lines of Business (Protection; Savings & Retirement; and Capital Solutions) and Divisional functions including Divisional Business Services, and operates through various legal entities, the Australian APRA regulated operating entity being PLRA. The Group employs staff in multiple regions through various legal entities.

APRA's Prudential Standard CPS 511 (Remuneration) requires non-significant financial institutions like PLRA to make public disclosure of information relating to their remuneration framework and practices.

This disclosure satisfies PLRA's 2025 financial year, which runs 1 January to 31 December.

<p>Governance</p> <p><i>CPS 511 Para 96</i></p>	<p>PLRA's Remuneration Committee (RemCo) approves remuneration arrangements relating to the performance of personnel.</p> <p>RemCo has 3 Committee members, who are the same 3 Independent Non-Executive Directors (INEDs) on the 5 member PLRA Board. RemCo meets a minimum of twice each financial year, and the PLRA Board meets a minimum of four times each financial year. RemCo is Chaired by the Chair of the PLRA Board.</p> <p>To ensure risk is effectively managed, an annual report is provided to the Board of PLRA, outlining how the remuneration policy has been implemented in line with PLRA's business strategy and objectives, risk profile, risk management practices and the long-term interests.</p> <p>PLRA also has a Board Audit Committee and a Board Risk Committee that, in amongst other duties, also oversee financial performance of PLRA (in the case of the Board Audit Committee) and remuneration-related risk (in the case of the Board Risk Committee). The members of these Committees are the same as RemCo. Each of those bodies meets a minimum of four times each financial year.</p> <p>The PLRA Board has designated RemCo as the relevant oversight function for remuneration. This ensures that the executive directors of the PLRA Board are unable to determine their own remuneration outcomes, or those of other employees. RemCo is governed by a Division Remuneration Policy (the Policy), and a Charter and Terms of Reference. In particular, the Charter records the delegation of the Board to RemCo to oversee the governance of the Policy.</p> <p>All INEDs also have unfettered access to PLRA and Divisional employees to ensure the INEDs can complete their RemCo roles with independence.</p> <p>PLRA's Board has adopted the Policy, with a specific appendix that relates solely to PLRA. Material changes to the Policy that affect PLRA are referred</p>
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	<p>by the Division to be reviewed by RemCo and then require approval by the PLRA Board.</p> <p>Under the Policy, the PLRA Board may adjust performance-based components of remuneration downwards, to zero if appropriate, in relation to relevant persons or classes of persons, if such adjustments are necessary to:</p> <ol style="list-style-type: none"> protect the financial soundness of PLRA as an APRA regulated institution; or respond to significant unexpected or unintended consequences that were not foreseen. <p>The PLRA Board exercises its discretion in determining remuneration outcomes by taking on inputs from the RemCo, the Board Risk and Board Audit Committees. All variable remuneration payments are made at the Board's sole discretion, typically exercised via the RemCo.</p> <p>The RemCo has the powers and responsibilities set out in its Charter and Terms of Reference, including approving the remuneration of selected senior individuals based on the advice of the Division's People Experience department and the output from the annual performance management and calibration processes and any other matters that the RemCo deems relevant.</p> <p>The RemCo must ensure that the structure of the remuneration of individuals primarily involved in risk management, compliance, internal audit, financial control or actuarial functions, including performance-based components does not compromise the independence of these personnel in carrying out their functions.</p> <p>In order to comply with APRA Prudential Standard CPS 510, the Policy also applies to some independent contractors.</p>
<p>Remuneration Framework</p> <p><i>CPS 511 Para 97</i></p>	<p>The objectives of PLRA's remuneration framework are as follows:</p> <ul style="list-style-type: none"> to align individual objectives with those of the Division, PLRA and the interests of the Group; to provide consistency in remuneration policy across the Division; to promote the Division's and PLRA's long-term financial soundness; to ensure that, as far as possible, the incentives applicable to employees are consistent with effective risk management and that any perverse incentives are eliminated; to establish a clear and transparent process for the setting of incentives and determination of any subjective judgments; and to establish clear roles and responsibilities for those involved in determining remuneration. <p>The remuneration policy applies to all employees (and as noted above, in some cases, independent contractors). There are specific arrangements that apply to INEDs who receive a set fee for their service and may also receive retirement benefits in accordance with local legislation. INEDs are not entitled to any performance-based bonus payments. The remuneration of INEDs is consistent with and supportive of maintaining their independence. Other than those specific arrangements, the remuneration policy does not apply to INEDs.</p> <p>The details of the fixed and variable remuneration applicable to an employee will be agreed prior to the commencement of a new role. When setting fixed remuneration, amongst other things, the following will be considered:</p> <ul style="list-style-type: none"> professional experience and qualifications;

	<ul style="list-style-type: none"> • relevant laws and regulations; • local labour market conditions; and • internal and external (market) benchmarking. <p>The fixed and variable components of remuneration are appropriately balanced to ensure total remuneration is not overly dependent on variable remuneration components and includes the possibility of paying no variable remuneration at all.</p> <p>PLRA has two key forms of variable compensation:</p> <p>(a) Annual Incentive Plan (AIP); and</p> <p>(b) Long Term Incentive Plan (LTIP).</p> <p>AIP structure is designed to create a strong relationship between performance and variable remuneration. An AIP target will be assessed on an employee's achievement of objectives and is generally aligned with an employee's seniority.</p> <p>AIP is linked to Group performance and is designed to create a strong relationship between performance and variable remuneration. This structure is designed to help to create a sense of shared goals, promote cooperation between operational locations, divisions and functions.</p> <p>AIP is also linked to individual performance where the following are recognised (amongst other similar factors):</p> <ul style="list-style-type: none"> • contributions towards delivering PLRA's strategy; • promotion of effective risk management; and • promotion of PLRA's long-term financial soundness. <p>AIP ratings are proposed by line managers during the annual performance review process, then subjected to a calibration exercise by Divisional representatives, and then recommended to the RemCo.</p> <p>The AIP pool is capped (except where exceptional circumstances apply) to avoid incentivising excessive risk taking.</p> <p>The LTIP is a rolling plan. In general, it is offered to all employees at VP, MVP and SVP level, although employment at this level does not automatically guarantee inclusion in the LTIP. Some AVP-level employees may also be invited to participate in the LTIP.</p> <p>Employees included in the scheme are provided with a letter outlining their LTIP target, which is based on the employee's level of seniority.</p> <p>The LTIP is comprised of two components - growth of the Group and Group performance during the plan period.</p> <p>The structure of LTIP payments means that a deferral is already built into long-term incentive plans because the performance-based portion of LTIPs which are awarded in a given year are paid out a minimum of three full years after the award date.</p> <p>For certain Australia-based staff, a portion or all of AIP and LTIP payments are deferred for at least 4 years from the date of issuance to comply with the Financial Accountability Regime.</p>
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<p>Remuneration Policy</p> <p><i>CPS 511 Para 98</i></p>	<p>PLRA has a remuneration policy that documents its remuneration framework. It applies as set out above.</p> <p>The types of positions that are included as specified roles for PLRA are all PLRA employees with the title of SVP, MVP or VP, and in some cases those with the title of AVP. RemCo determines each year which roles are in scope. For the relevant financial year, this included:</p> <ul style="list-style-type: none"> • the SVP, Protection, APAC and Global Strategy; • the Australia-based direct reports to the SVP, APAC and Global Strategy, Protection; • Responsible Persons (as defined under Prudential Standard CPS520); • Accountable Persons (as defined under the Financial Accountability Regime); • risk and financial control personnel (defined as individuals primarily involved in risk management, compliance, internal audit, financial control or actuarial functions), reported on a cohort basis; and • all other persons for whom a significant portion of total remuneration is based on performance and whose activities, individually or collectively, may affect the financial soundness of PLRA. <p>All specified roles participate in the variable remuneration plans, as specified above (being the AIP and the LTIP). The rationale for the use of each of the AIP and LTIP is also specified above.</p> <p>As set out above, variable compensation under an AIP for a specified employee is first determined by the employee’s line manager, who will be closest to that employee’s performance. It is then calibrated and subject to adjustment by the RemCo and a right to further adjust is reserved to the Board (though such Board action has never been required as the RemCo is comprised of a majority of Board members). This means performance is confirmed from a variety of levels before it impacts remuneration outcomes.</p> <p>The LTIP is designed to defer a portion of variable remuneration to take account of longer-term performance over 3 or 4 years. Clawback provisions exist in relation to the LTIP if required.</p> <p>Any material breach or misconduct would be factored into the AIP rating by the employee’s line manager. It would also be reviewed by RemCo, who would finally determine impact, if any, on the employee’s AIP and LTIP.</p>