

People, Culture & Remuneration Committee Charter

19 June 2026 | Version 12

1. Introduction

- 1.1. The People, Culture & Remuneration Committee (the 'Committee'/'PCRC') is a committee of the board of directors of NobleOak Life Limited ACN 087 648 708 (Board) (Company and, together with its controlled entities, the Group).
- 1.2. The Committee is established by the Board to support effective governance of people, culture and remuneration across the Group.
- 1.3. This Charter sets out the scope of the Committee's responsibilities in relation to the Group.

2. Objectives

- 2.1. The objective of the Committee is to assist the Board in overseeing that the Company:
 - a) has a Board of an effective composition, size, commitment and knowledge of the Group and the industry in which it operates to adequately discharge its responsibilities and duties effectively to bring transparency, focus and independent judgment to decisions regarding the composition of the Board and to add value to the Board;
 - b) has coherent remuneration policies and practices that:
 - (i) support prudent risk-taking and long-term financial soundness;
 - (ii) align with the Group's risk management framework and risk appetite; and
 - (iii) attract and retain executives and directors capable of delivering long-term sustainable value having regard to shareholders and policyholders;
 - c) observes those remuneration policies and practices; and
 - d) fairly and responsibly rewards executives having regard to the performance of the Group, the performance of the executives and the general external pay environment.

3. Committee Composition

- 3.1. The Committee must comprise:
 - a) at least three directors;
 - b) all non-executive directors; and
 - c) a majority of independent directors,and regard to diversity should be had in constituting the Committee.
- 3.2. The Board will nominate the Committee members and the Chair of the Committee. The Chair of the Committee must be an independent director.
- 3.3. The secretary of the Committee will be the Company's Company Secretary, their delegate or such other person as nominated by the Board.
- 3.4. The Board decides appointments, rotations and resignations within the Committee having regard to the APRA Prudential Standards, the ASX Listing Rules, the ASX Corporate Governance Principles and Recommendations published by the ASX Corporate Governance Council and the Company's constitution.
- 3.5. Committee members must be available to meet with the Australian Prudential Regulation Authority (**APRA**) on request from APRA.

4. Responsibilities

4.1. The responsibilities of the Committee are set out in the Schedule.

5. Committee Meetings

- 5.1. The Committee will meet at least four (4) times a year or as often as it considers necessary.
- 5.2. The quorum for a Committee meeting is two PCRC members.
- 5.3. Committee meetings may be held by any technological means allowing its members to participate in discussions even if all of them are not physically present in the same place. A member who is not physically present but participating by technological means is taken to be present.
- 5.4. Voting at a Committee meeting is by simple majority. The Chair does not have a casting vote.
- 5.5. The Committee may invite anyone it considers appropriate to attend Committee meetings.
- 5.6. The Committee must disclose at the end of each reporting period the number of times that it met during the period and the individual attendances of its members at those meetings.

6. Minutes

- 6.1. The Committee must keep minutes of its meetings and shall report these regularly to the Board.
- 6.2. Minutes of each Committee meeting must be made available to all directors of the Board.
- 6.3. Minutes must be distributed to all Committee members, after the Chair of the Committee has approved them.
- 6.4. The agenda and supporting papers are available to all directors upon request to the Company Secretary, except if there is a conflict of interest.

7. Access to Information and Advice

- 7.1. The Committee may seek any information that it considers necessary to fulfil its responsibilities.
- 7.2. The Committee has access to management to seek explanations and information from management, at the Company's cost.
- 7.3. The Committee may seek professional advice from appropriate external advisers, at the Company's cost. The Committee may meet with external advisers without management being present.
- 7.4. The Committee has the power to engage external advisers in a manner that ensures that the engagement, including any advice received, is independent.
- 7.5. The Committee will have free and unfettered access to the Group's risk and financial control personnel and other parties (internal and external) in carrying out its duties.

8. Charter Review and Amendment

- 8.1. The Committee will review this Charter annually or as often as it considers necessary.
- 8.2. The Board may amend this Charter from time to time by resolution.

Schedule: PCRC Responsibilities

Board Skills, Composition and Evaluation

- a) Identifying and recommending to the Board, nominees for membership of the Board including the Chief Executive Officer (**CEO**) of the Company;
- b) Determining the mix of skills and diversity that the Board currently has or is looking to achieve in its membership;
- c) Identifying and assessing the necessary and desirable competencies and characteristics for Board membership, including:
 - o skills, expertise and background that add to and complement the range of skills, expertise and background of the existing directors;
 - o diversity and inclusion; and
 - o the extent to which a candidate would fill an existing skills gap on the Board;
- d) Overseeing the effectiveness of processes for identifying suitable candidates for Board appointment to ensure an appropriate and balanced mix of skills, knowledge, experience, independence and diversity, to address board succession, and making recommendations to the Board on Board appointments;
- e) Evaluating the balance of skills, knowledge, experience, independence and diversity on the Board;
- f) Ensuring that the Company:
 - o develops and discloses a Board appointment process, which includes selection criteria having regard to the skills and experience outlined in the Group's diversity and inclusion policy and the selection process for senior management positions;
 - o undertakes appropriate checks before appointing a person, or putting forward to its shareholders a candidate for election, as a director, including checks as to a candidate's character, expertise, education, criminal record and bankruptcy history;
 - o provides its shareholders with all material information relevant to a decision about whether or not to elect or re-elect a director (including information regarding independence);
 - o has a written agreement with each executive director setting out the terms of his or her employment and has a letter of engagement with each non-executive director setting out the terms of his or her engagement;
 - o discloses in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with the process established for evaluating the performance of the Board;
 - o has a process for periodically evaluating the performance of its senior executives, and discloses in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process; and
 - o has a process for inducting new directors and providing appropriate professional development opportunities for continuing directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively;
- g) Ensuring succession plans for Board and senior executives are in place; and

- h) Recommending to the Board the removal of directors of the Board.

Performance of CEO and directors

- a) Annually reviewing the performance of the CEO;
- b) Overseeing frameworks for evaluating the performance of the Board, both collectively and individually;
- c) Reviewing the performance of the Board, both collectively and individually, and reporting to the Board on the same;
- d) Reviewing whether the directors as a Group have the skills, knowledge and familiarity with the Company and its operating environment required to fulfil their role on the Board and on Board committees effectively and, where any gaps are identified, considering what training or development could be undertaken to fill those gaps; and
- e) Reviewing the performance of directors before they stand for re-election and reporting to the Board.

Members of the Committee must not participate in any review or assessment of their own performance.

After consulting with the other directors, the Committee will arrange for a suitable non-executive director to conduct a performance evaluation of the Chairperson of the Board.

Remuneration

- a) Ensuring that executive remuneration and incentive policies and practices are performance-based and aligned with the Group's vision, values and overall business objectives;
- b) Conducting regular reviews of, making recommendations to the Board on, and approving director and executive remuneration and incentive policies and practices in line with relevant legislation and corporate governance principles relating to remuneration practices and employment policies, including the process by which any pool of directors' fees approved by shareholders is allocated to directors;
- c) Determining if shareholder approval is needed for any change to remuneration of directors or executives;
- d) Overseeing remuneration frameworks and outcomes for Executives and Senior Managers (as defined by APRA)¹ and their compliance with CPS 511 and Financial Accountability Regime obligations
- e) Reviewing and approving on behalf of the Board any report on executive remuneration that may be required and reporting to the Board as appropriate;
- f) Overseeing remuneration frameworks to ensure alignment with performance, risk outcomes and long-term value creation;
- g) Ensuring that if the Company has an equity-based executive incentive plan, the Company:
 - o has a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) that limit the economic risk of participating in the scheme; and
 - o disclose that policy or a summary of it;
- h) Reviewing the remuneration of non-executive directors for serving on the Board and any committee (both individually and in total);

¹ Senior managers as at the date of approval of this Charter are included in Appendix 1.

- i) Assessing whether there is any gender or other inappropriate bias with respect to the remuneration for directors, senior executives or other employees;
- j) Recommending to the Board the remuneration, retirement and termination policies for non-executive directors having regard to market trends and shareholder interests;
- k) Making annual recommendations to the Board on the remuneration arrangements and variable remuneration outcome for persons in specified roles², in accordance with APRA Prudential Standard CPS 511, as follows:
 - o individually for senior managers (as defined by APRA) and executive directors;
 - o on a cohort basis for highly paid material risk-takers, other material risk takers and risk and financial control personnel;
- l) Consulting the Risk Committee and the CRO (or a person in a similar role) to enable risk outcomes to be appropriately reflected in remuneration outcomes for persons in specified roles (following a documented process);
- m) Ensuring the disclosure of any relevant information required in each annual report of the Company; and
- n) Any other responsibilities as determined by the Committee or the Board from time to time,

and making recommendations to the Board in relation to the matters above.

Consultancy services

The Committee will undertake such enquiries as are necessary to seek to ensure that the Company only enters into an agreement for the provision of consultancy or similar services by a director or senior executive or by a related party of a director or senior executive:

- a) if it has independent advice that:
 - o the services being provided are outside the ordinary scope of their duties as a director or senior executive (as applicable);
 - o the agreement is on arm's length terms; and
 - o the remuneration payable under it is reasonable; and
- b) with full disclosure of the material terms to shareholders.

Other responsibilities

Any other responsibilities as determined by the Board from time to time.

² Specified roles as at the date of approval of this Charter are included in Appendix 1.

Appendix 1

The table below sets out NobleOak APRA specified roles, including senior managers, as at the date of approval of this Charter. The Directors, Executive Director and Chief Financial Officer are also considered Key Management Personnel under the Corporations Act.

Specified role	NobleOak membership
Director	All non-executive directors
Executive Director	Chief Executive Officer
Senior Manager or Accountable Person	Chief Financial Officer Chief Risk Officer Chief Growth Officer Chief People Officer Chief Operating Officer Chief Actuary
Material Risk Taker	No members as all roles which would meet the criteria are otherwise captured above.
Highly-Paid Material Risk Taker	As per Material Risk Taker.
Risk & Financial Control Personnel	All roles/teams meeting the definition except where individually specified. <ul style="list-style-type: none"> • Compliance Officer • Senior Compliance Manager and their team • Financial Controller, Head of Business Finance and their teams • Chief Actuary, Senior Actuary and any direct reports • Appointed Actuary (<i>noting that this position is held externally</i>)