

Public Remuneration Disclosures

Financial year ended 30 June 2025



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1. Introduction

This remuneration disclosure has been prepared in accordance with the requirements of the Australian Prudential Regulation Authority's (APRA) Prudential Standard CPS 511 – Remuneration. All information presented in this disclosure was effective as at 30 June 2025. Youi Pty Ltd (Youi) is categorised as a Non-Significant Financial Institution under CPS 511.

2. Qualitative Disclosures

2.1 Remuneration governance framework

The key governing bodies that oversee remuneration at Youi are structured as follows:

Youi Board (Board)

The Board has overall accountability for the remuneration strategy, framework and policy and is supported by the Board People & Remuneration Committee. The Board ensures that the remuneration practices at Youi support behaviours that protect the interests of beneficiaries, the long-term financial soundness of the company and the risk management framework. The Board has the discretion to make adjustments (including to zero) to variable remuneration outcomes based on conduct.

The Board reviews the application and effectiveness of the Remuneration Policy on an annual basis.

The Board has nine members including the Chief Executive Officer. The Board had seven meetings in Financial Year 25 (FY25), five scheduled meetings and two special meetings.

Board People & Remuneration Committee ('RemCo')

The RemCo is established to assist the Board in fulfilling its responsibilities in regard to remuneration matters and to provide advice and recommendations to the Board including:

- conducting regular reviews, monitoring and making recommendations to the Board on Youi's Remuneration Policies;
- making annual recommendations to the Board on the remuneration of Senior Managers; and
- reviewing and making recommendations to the Board on appropriate incentive scheme outcomes for leaders.

The Committee comprises of four non-executive directors who meet at least three times a year and the Chair of the Board is a member of the committee. Youi's Chief Executive Officer, Chief Financial Officer and Chief People Officer attend Committee meetings however, the Committee may meet without management being present, as determined by the Committee from time to time. The RemCo had four meetings in FY25.

2. Qualitative Disclosures (cont.)

2.1 Remuneration governance framework (cont.)

The Chief Risk Officer (CRO) provides a report to the RemCo twice a year to assist the RemCo with considering the impact of risk and compliance management on the remuneration outcomes of Senior Managers.

OUTsurance Group Remuneration Committee ('Group Remco')

Any structural changes to group-wide remuneration strategies are approved by the Group Remco.

Board Risk Committee ('BRC')

The BRC assists the Board by providing an objective non-executive oversight of the implementation and operation of the overall risk management framework and reviewing the findings of any examinations by independent or external consultants or regulatory agencies.

The chair of the BRC is a member of the RemCo.

2.2 Specified Roles

Specified Roles in scope for this disclosure are described below:

Senior Managers

Internally defined as Accountable Persons under the Financial Accountability Regime who form part of the Executive Team.

This includes:

Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Information Officer, Chief People Officer, Chief Risk Officer, Chief Marketing Officer, Chief Legal & Governance Officer, Chief Product & Distribution Officer, Chief Actuarial & Analytics Officer and Chief Audit Executive.

Material Risk Takers (MRT) / Highly Paid MRT

Youi does not have material risk takers or highly paid material risk takers that are not also Senior Managers, therefore this disclosure will not refer to these roles separately.

Risk and Financial Control Personnel (R&FCP)

Internally defined as all roles whose primary function is in risk management, compliance, internal audit, financial control or actuarial control.

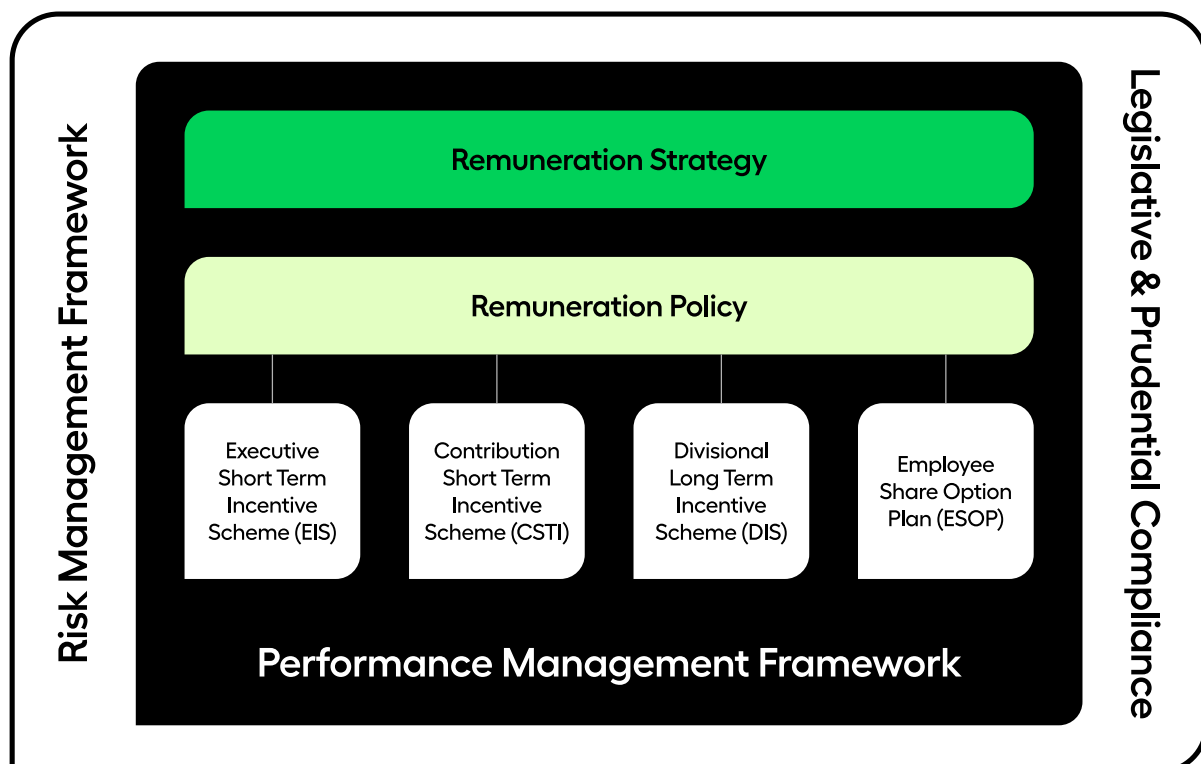
2. Qualitative Disclosures (cont.)

2.3 Remuneration Framework

The Remuneration Framework is designed to attract, retain and motivate high performing employees. The framework, including all of its elements, is reviewed at least annually to ensure it supports the strategic objectives of Youi and ensure compliance with external regulation.

Remuneration outcomes are determined based on the achievement of performance objectives, ensuring that there is direct alignment between enterprise strategy risk management, individual performance and remuneration outcomes.

The graphic below illustrates the different components of the Remuneration Framework that apply to specified roles and the link back to the remuneration strategy, Performance Management Framework and Risk Management Framework. The Performance Management Framework provides a mechanism to link company and employee performance, reflecting the right balance between customer, financial, people and risk outcomes, to deliver the strategic objectives and organisational goals aligning to the Youi values, purpose and vision. It also includes a risk gateway for training compliance which is a mandatory requirement for all short-term management incentive schemes.



2. Qualitative Disclosures (cont.)

2.4 Alignment between remuneration outcomes and performance

Remuneration incentives encourage short to long-term growth by the incorporation of adequate performance measures that account adequately for the risk taken in producing revenue and profits. The total remuneration payable by Youi must be commensurate with its business plan, affordability, risk appetite, human capital and social objectives. Therefore, the total remuneration must not limit Youi from achieving key growth and profitability targets, or its ability to strengthen its capital base.

The performance targets set for the short-term incentives are focused on financial and non-financial performance outcomes to encourage a high-performance culture that motivates and rewards employees for the successful achievement of short-term strategic goals.

The long-term incentive schemes are an important component for senior management remuneration as they promote long-term decision making and an owner-manager culture. Measurement of performance is completed equitably and consistently across Youi.

The design of the short-term and long-term incentives are intended to promote the effective management of financial and non-financial risk.

2.5 Alignment to strategic objectives and Risk Management Framework

The Board sets the strategic direction of Youi. The Business Plan is supported by key strategic objectives which are underpinned by performance measures which are incorporated into the Company Scorecard. Remuneration outcomes are determined based on the achievement of performance objectives (including the management of financial and non-financial risks), ensuring that there is direct alignment between enterprise strategy and individual performance and remuneration outcomes.

Mandatory risk gateways for management variable remuneration are a key part of the Performance Management Framework. This design promotes sound and effective risk management, accountability, and encourages risk-taking within the Board-approved Risk Appetite Statement.

In addition to annual incentives, the Executive Leadership Team and some key senior roles have a long-term incentive to balance immediate and long-term business sustainability. The Board considers overall performance in determining annual bonus pool funding, including long term sustainability when approving the vesting of long-term incentives.

Where no variable remuneration is offered, adherence to the Risk Management Framework is assessed and consequence management applied in the event of a material breach or misconduct. This is undertaken in accordance with Youi's Managing Underperformance, Conduct and Discipline Policy.

2. Qualitative Disclosures (cont.)

2.6 Variable Remuneration Plans

There are four variable remuneration plans at Youi that are offered to employees in specified roles under the Standard. All variable remuneration is subject to clawback, cancellation or malus.

Executive Incentive Scheme (EIS)

Applicable to the CEO and all Senior Managers.

EIS comprises an annual payment made in cash with 30% deferred for a one-year period for all participants.

EIS outcomes take into consideration the Group Company Scorecard (for CEO only), Youi Company Scorecard results and the participant's performance. All EIS outcomes are subject to risk gateways detailed in the Performance Management Framework.

Contribution Short Term Incentive (CSTI)

Applicable to Heads of Department, Managers and Senior Specialists, including some risk and financial control personnel.

CSTI comprises an annual payment made in cash with 30% deferred for a one-year deferral period for Heads of Department participants. This incentive is similar in design to the EIS but a smaller percentage of CTC is applied.

CSTI outcomes take into consideration the Youi Company Scorecard results and the participant's performance. All CSTI outcomes are subject to risk gateways detailed in the Performance Management Framework.

Employee Share Option Plan (ESOP)

Applicable to all Senior Managers and some Heads of Department, including some risk and financial control personnel.

The objective of the ESOP is to retain senior eligible employees and to promote longer-term and sustainable decision making to create value across the enterprise. This incentive aligns senior employees with shareholder's objectives. Options are awarded annually and vest in tranches. The participants of ESOP are granted options to purchase shares in Youi. Provided the participants remain employed by Youi at the end of the four-year vesting period, and a minimum normalised Return on Equity (ROE) of 12% is achieved, they can elect to take the growth in value in the Youi share price as a cash payment or purchase shares in Youi at the share price that prevailed at the offer date. The participant value is dependent on the growth in the share price between issue and vesting date. This is the primary mechanism used to comply with Financial Accountability Regime variable remuneration deferral requirements.

2. Qualitative Disclosures (cont.)

2.6 Variable Remuneration Plans(cont.)

Division Incentive Scheme (DIS)

Applicable to some Senior Managers.

The objective of the DIS is to create a long-term incentive which aligns management with growth initiatives, as identified in 2019 that will drive long-term outperformance and diversification.

Participants share in the excess value created above the weighted average cost of capital over the vesting period. Value therefore only arises to the extent that cumulative growth in excess of the cost of capital over the vesting period.

DIS units are issued with a seven-year deferral plan and unit holders are entitled to an 11.1% participation in the growth of each of the CTP and Commercial divisions. Upon the fifth anniversary 50% of the units vest and can be converted to Youi shares. On the sixth- and seventh-year anniversaries 25% of the units vest and can be converted to Youi shares. On the conversion to Youi Shares an additional lock in period of one-year applies.

Treatment for Good Leavers

In cases of retirement or termination because of redundancy, a pro-rated incentive may be payable to a terminated employee with Board approval in the cases of EIS (Senior Managers). The timing, calculation of the value and conditions of the payment (subject to the clawback and malus) are the same as for active employees.

Adjustments to variable remuneration

The short-term and long-term incentive payments made to specified roles are subject to in period adjustments (including non-payment) and malus/clawback principles.

The Board with input from the RemCo, Chief Risk Officer and Chief Executive Officer, has the discretion to apply these principles based on the following trigger events:

- an error in the payment of incentive awards resulting from the calculation of any performance condition which was based on error, or inaccurate or misleading information;
- serious misconduct which is inconsistent with the values of Youi;
- material misstatement or error of public information or material and foreseen breach of regulations;
- a material risk management or compliance failure; or
- serious reputational damage.

Consequence management and adjustments to variable remuneration serve as a mechanism to reinforce individual accountability by linking conduct and decision-making to remuneration outcomes. In cases of misconduct or imprudent risk-taking, variable pay may be reduced, deferred, or withheld. This approach ensures that employee behaviour aligns with the organisation's risk appetite and supports a culture of integrity and responsible risk management.

2. Qualitative Disclosures (cont.)

2.7 Remuneration Outcomes

The rules of the variable remuneration plans described in this document are applied to all employees without exception to ensure that there is clear linkage between risk, performance and remuneration outcomes.

Individual performance ratings influence final variable remuneration for CSTI and EIS participants. Calibration sessions are run across all management short term incentive plans to ensure consistent and equitable application of these guidelines for all eligible employees.

Additionally, the application of the risk gateways as outlined within section 2.5 also ensures that risk performance is adequately factored into overall variable remuneration outcomes. All final variable remuneration outcomes are approved by the RemCo and Board as per the requirements of the Standard.

3. Document control

3.1 Identification, approval and review

| | |
|---------------------------|---------------------------------------|
| Document Name (ID) | CPS 511 Remuneration Disclosure |
| Document Owner | Chief People Officer |
| Document Approval | Board Remuneration & People Committee |
| Review Cycle | Annual |
| Audience | Customer – public website |

3.2 Approval history

| Approved by | Version tabled | Version approved | Date approved |
|---------------------------------------|----------------|------------------|---------------|
| People & Remuneration Committee | 0.1 | 0.1 | 01/10/2025 |
| Board Remuneration & People Committee | 0.1 | 1.0 | 16/10/2025 |