PACIFIC LIFE

REPORT TO MEMBERS 2024







PACIFIC MUTUAL HOLDING COMPANY

Pacific Mutual Holding Company (Pacific Mutual) is the parent company of Pacific Life. Policyholders of Pacific Life Insurance Company are members of Pacific Mutual and, as such, are invited to attend the annual meeting of Pacific Mutual and to elect its board of directors.



PACIFIC LIFE INSURANCE COMPANY

Offering insurance since 1868, Pacific Life provides a variety of products and services designed to help individuals and businesses in the retail, institutional, workforce benefits and reinsurance markets achieve financial security.



2024 FINANCIAL SUMMARY¹

PACIFIC MUTUAL HOLDING COMPANY

Dollars in millions	DECEMBER 31, 2024	DECEMBER 31, 2023	% CHANGE
Company Assets	\$238,905	\$220,043	▲ 9%
Policyholder & Other Liabilities	\$228,751	\$210,276	▲ 9%
Equity ²	\$15,995	\$14,768	▲ 8%
Operating Revenues ³	\$16,014	\$15,032	▲ 7%
Adjusted Operating Income 4	\$1,469	\$1,275	▲ 15%

- ¹ Based on accounting principles generally accepted in the United States of America (GAAP).
- ² Excludes accumulated other comprehensive income (loss) and noncontrolling interests.
- ³ Operating revenues excludes net investment gain (loss) other than stable value product income, gain (loss) on real estate equity investments and certain derivative costs. It also excludes non-recurring items that are not relevant to our ongoing operations. Revenues attributable to noncontrolling interests are excluded.
- ⁴ Adjusted operating income is utilized by management to measure the profitability generated by the operations of the company. It excludes net investment gain (loss) other than stable value product income, gain (loss) on real estate equity investments, and certain derivative costs. It also excludes deferred policy acquisition cost amortization due to movements in economic factors, certain other adjustments related to net investment gain (loss), other movements in economic factors and non-recurring items that are not relevant to our ongoing operations. Net income (loss) attributable to noncontrolling interests is excluded. The tax impact of the adjustments is calculated net of the U.S. or foreign statutory tax rate, which could differ from the company's effective tax rate.

PACIFIC LIFE

LETTER TO MEMBERS





"The past year has been one of our strongest to date, driven by historic growth, solid investment results, and new products and partnerships."

FROM MARIANN BYERWALTER AND DARRYL BUTTON

For nearly 160 years, Pacific Life has delivered on our purpose to provide *Confidence for Generations* to our members, customers and distribution partners. Confidence is built over decades. It's doing the right thing and acting with integrity in every interaction. It's demonstrating trustworthiness consistently, and over time. In 2024, we upheld our promise by paying more than \$21 billion in total benefits.

Pacific Life draws strength from its diverse business portfolio, which spans our Consumer Markets, Institutional, Reinsurance and Workforce Benefits divisions. Our robust financial position is further supported by consistently high ratings from the major independent rating agencies, including A.M. Best A+ (Superior), Fitch AA- (Very Strong), Moody's Aa3 (Excellent) and S&P Global AA- (Very Strong). As a mutual company, our unique holding structure enables us to focus on our long-term goals to maximize customer value while ensuring that we remain committed to meeting the needs of our members for generations to come.

The past year has been one of our strongest to date, driven by historic growth, solid investment results, and new products and partnerships. Highlights include:

- Record life sales of \$609 million supported by product innovation, including the launch of our updated flagship indexed universal life product, which went on to become one of our most successful product launches in history.
- Record annuity sales of \$12 billion and continued product innovation to drive further growth, including the

\$21B

In benefits payouts in 2024, fulfilling our commitments to our members introduction of our first registered index-linked annuity product in December.

- Record pension risk transfer sales
 of \$2.5 billion and significant
 progress toward addressing the
 critical need for lifetime income
 through employer-sponsored savings
 plans and innovative solutions.
- Expansion of our international Reinsurance business into new Asian markets.
- The launch of a full portfolio of supplemental health and disability insurance products through our growing Workforce Benefits business.

Our asset portfolio had tremendous growth in 2024, with a record volume of new investments generating competitive new money yields. The portfolio is well diversified, and credit fundamentals remain strong. We continue to source assets through our strategic partners, major securities dealers and experienced asset managers with strong track records and global reach, to ensure access to best-in-class opportunities.

With a focus on the future of technology, we made significant strides in AI and automation, laying the foundation for transformative operations. Our initial investment in AI tools is focused on

enhancing customer experience, streamlining our underwriting process and building on our data analytics capabilities.

As a relationship-driven organization, we pride ourselves on how we show up in our communities, both locally and globally, and have a deep commitment to our people. Our core Values: People, Integrity, Courage, Partnership and Enduring Strength guide our legacy to provide confidence and financial security. We were recognized by the Ethisphere Institute for our commitment to integrity and named one of the World's Most Ethical Companies for the eighth consecutive year.

Thank you for your continued trust. We remain steadfastly focused on providing a growing and highly relevant array of life insurance and retirement solutions that meet your unique needs, while providing confidence for generations.

MARIANN BYERWALTER

Chair, Board of Directors

DARRYL BUTTON

President and Chief Executive Officer

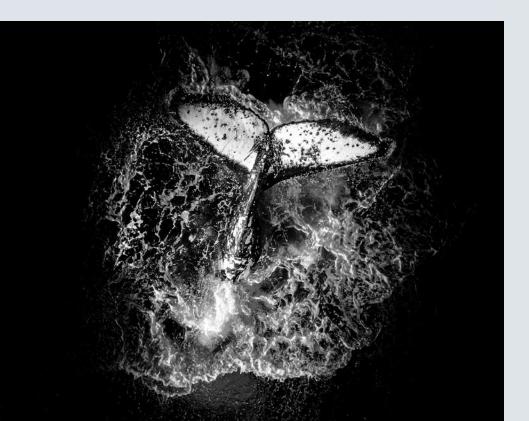
NOTICE OF ANNUAL MEETING OF MEMBERS OF PACIFIC MUTUAL HOLDING COMPANY

The Pacific Mutual Holding Company Annual Meeting of Members (Annual Meeting) will be held virtually on Wednesday, May 21, 2025, at 11:30 a.m., Pacific Time, and is open to Pacific Life Insurance Company policyholders and contract holders as Members of Pacific Mutual Holding Company. The purpose of the Annual Meeting is the election of directors to the Pacific Mutual Holding Company Board of Directors, a vote upon proposed amendments to the Pacific Mutual Holding Company's Articles of Incorporation and such other business as may properly come before the meeting.

You can attend the virtual Annual Meeting by visiting www.PacificMutual.com/AnnualMeeting up to 15 minutes prior to the start of the meeting and entering the 15-digit Control Number included in your proxy materials, without spaces.

STARLA YAMAUCHI

Vice President and Secretary



2024 COMPANY HIGHLIGHTS

\$239B

Company assets

\$1.5T

Life insurance in force

8

Consecutive years named as one of the World's Most Ethical Companies by the Ethisphere Institute

WORLD'S MOST TO SETHICAL COMPANIES*
ETHISPHERE

282

FORTUNE 500® company by total revenue rank

1M

In-force members in 2024, providing value by putting our members at the center of what we do



FORTUNE ranking as of June 2024 is of the top 500 U.S. firms by total revenue. "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

CONFIDENCE FOR GENERATIONS

At Pacific Life, we're working diligently to deliver on our promises and to be here for our policyholders for generations to come. We're continuing this journey from a position of strength and are confident in our ability to achieve what we've set out to do, with the right people, partners and plans in place. This is why we exist, to provide **Confidence for Generations**.



The following Pacific Life employee quotes reflect the collective spirit of our organization:

"Pacific Life was here yesterday. We are here today. We'll be here tomorrow."

- CHRISTOPHER R.

"It's the steadfast
assurance, backed by
a strong historical
record, that my family's
wellbeing and prosperity
are secure through
life's uncertainties."

- SHAINE K.

"We are helping our clients worry less and live better, while building wealth for themselves and their families, ensuring that no matter what life throws at them, we are there to provide and protect."

- JARED T.





PEOPLE

Our people are our greatest asset. We continuously develop ourselves and empower each other to actively contribute

to our overall success.



INTEGRITY

We do the right thing for our **customers**, **people** and **communities** and hold each other accountable for maintaining their **trust** in our promises.



COURAGE

We innovate and make Pacific Life stronger by seeking diverse perspectives, testing different ways of operating and engaging in constructive debate.



PARTNERSHIP

Relationships are at the center of our business, and we work together as one team to meet the needs of our stakeholders.



ENDURING STRENGTH

We take pride in being here for the long term. Our financial strength, resilience and risk mindset enable our customers to worry less and live more.

VALUES

As a purpose-driven organization known for doing the right thing, our values are the foundation that motivate and guide our actions. They are core to who we are and the standard that holds us accountable to our customers, people and communities.

#3

Ranked in total life insurance sales

#1

Ranked in indexed universal life insurancesales

#2

Ranked in total structured settlement sales

\$989M

Recurring premium life insurance sales

\$12B

Annuity sales

CONSUMER MARKETS



"We achieved record life and annuity sales in 2024 and are off to a strong start in 2025 maintaining a robust pending pipeline with momentum across all product lines. Through the

successful launch of our first registered index-linked annuity (RILA) product, we are focused on capturing additional sales and share in this growing market."

DAWN BEHNKE

Executive Vice President, Consumer Markets



Launched a new indexed universal life insurance product, providing financial professionals with a versatile and flexible solution for customer protection needs



Doubled term life insurance market share in 3 years, now ranked #5 in the industry



Introduced registered index-linked annuity product, completing the full selection of annuity solutions available in the marketplace



Invested in streamlining service and consistent processing capabilities to strengthen the ease of doing business with us

Life insurance rankings are from the 2024 Confidential Sales Survey of Participating Companies by LIMRA. Pacific Life Insurance Company sales are based on planned recurring premiums as measured against 58 participating companies. Structured settlement sales ranking from U.S. Individual Annuities Sales Survey by LIMRA as of December 31, 2024.

INSTITUTIONAL



"We are accelerating activity and widening the pipeline across all three levels of our defined contribution lifetime income plan sponsor market offerings.

In 2024, we set record pension risk transfer sales and gained traction in strengthening key relationships, amplifying the ability to serve annuitants through focused efforts to strengthen our administrative offering."

BRIAN WOOLFOLK

Executive Vice President, Institutional



Increased global presence with institutional investors in 23 countries and achieved record sales with stable value wrap program recording largest single plan funding since 2017



Provided largest insurance funding vehicle in the Health Savings Account market

\$69B

Total assets under management and assets under wrap

\$3.9B

Municipal guaranteed investment contracts

\$2.5B

Pension risk transfer sales

\$2.4B

Stable value wrap business



Upgraded administration data system processing over 27 million records, including 298,367 lives and 1,226 plans, effectively increasing speed to market, scalability and business growth

3.9M

Protection product applications processed globally through UnderwriteMe software

12M+

Lives reinsured

\$883B

Life insurance in force

850+

Insurance treaties across 17 countries

REINSURANCE



"As a leading global life and health reinsurer, we have a deep-rooted drive to help our clients and their customers build financial security and resilience for life's challenges. We're able to provide

confidence for generations through the way we manage risk and invest for the long term.

As we expand into new markets, we're looking forward to being able to deliver the best mortality, morbidity, longevity and capital reinsurance products and services possible as we support even more clients and customers across the world."

DAVID HOWELL

Chief Executive Officer, Pacific Life Re



Executed our first Savings & Retirement transactions in Japan and the Netherlands and established these as core markets for this line of business alongside the UK and Canada

1ST

Completed our first protection deal in India



Developed financial reinsurance suite of product solutions through Capital Solutions line of business and closed deals in France, Italy, Korea and Thailand

WORKFORCE BENEFITS



"2024 was a landmark year for our Workforce Benefits business. Our team's dedication and the enterprise's unwavering support propelled us to achieve remarkable feats. From launching

five innovative products to meeting our sales goals, we not only entered the market successfully but also set a new standard for excellence with our digital advantage. This year truly showcased our collective strength and strategic prowess."

ERICH STERNBERG

Senior Vice President, Workforce Benefits



Expanded our product lineup to include disability and supplemental health insurance, including accident, critical illness and hospital indemnity, creating a comprehensive portfolio



Successfully completed the first full year of operations with substantial distribution expansion, including regional sales managers, sales consultants and strategic partnership directors



Scaled connectivity strategy to include 11 benefits administration partners, allowing more benefits brokers and their employers to take advantage of our frictionless solutions Quoting in more than

40

states for dental, vision, life and disability insurance and more than 35 states for supplemental health insurance

10X

Growth in business year over year

Concluded the year with

SEVERAL HUNDRED

employer clients, reflecting our commitment to customer service and continued growth

\$155B

General account investments

New investments in 2024

\$16.5B

Of our holdings support U.S. residential real estate

INVESTMENTS



"Our asset portfolio saw brisk growth in 2024. We purchased record volumes of new investments with highly competitive yields. Our portfolio is broadly diversified, and credit

fundamentals remain strong. We have a wide range of strategic sourcing relationships that ensure access to best-in-class opportunities."

TOD NASSER

Executive Vice President and Chief Investment Officer

Pacific Life Investments is an integrated, global investment organization focused on managing Pacific Life's rapidly growing general account assets. We embrace a disciplined long-term investment philosophy that stands the test of time and serves the best interests of our policyowners and clients.



We have a wide range of sourcing strategic relationships that ensure access to best-in-class opportunities



Our data and analytics expertise enable us to craft efficient product portfolios



Our investment teams are expanding to better cover the broad landscape of investment sectors

BROADLY DIVERSIFIED INVESTMENT HOLDINGS

TOTAL INVESTED ASSETS

Dollars in billions

\$155B



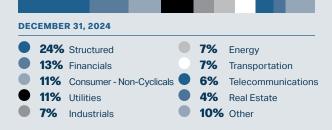
- **63%** Bonds
- 16% Mortgage Loans **5%** Equity
- Cash & Equivalent 6% Derivatives & Other

5% Policy Loans

TOTAL BOND HOLDINGS

Dollars in billions

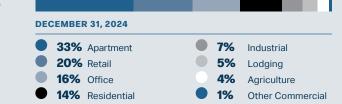
\$97B



TOTAL MORTGAGE LOANS

Dollars in billions

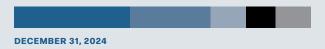
\$26B



TOTAL EQUITY & FUNDS

Dollars in billions

S8B



- 39% Private Equity
- 27% Real Estate Equity
- 12% Infrastructure Equity



CORPORATE SOCIAL RESPONSIBILITY

Pacific Life is committed to creating a meaningful future for our stakeholders. This extends beyond the current generation, which is why our corporate social responsibility initiatives create lasting, positive impact for our customers, our people, our communities and our environment.



CUSTOMERS

Our strong ethics, investment and privacy programs represent our commitment to the highest standards and help ensure we are able to meet the promises we make to our policyholders. Our investment options within our product portfolios provide choice and flexibility, including investment funds focused on CSR principles.



PEOPLE

Our employees are essential to our success. We strive to promote an environment where employees feel engaged, supported and inspired by our purpose. We understand a diverse workplace enhances our ability to deliver on our mission to help clients achieve financial security.



COMMUNITIES

Our commitment to communities means that we invest in making a meaningful impact locally and globally through our philanthropic giving, our volunteering and our impact investments. Our Global Philanthropy Program has donated \$159 million to nonprofits over the past four decades. Additionally, our volunteer programs generate thousands of hours of service to our communities every year.



ENVIRONMENTAL STEWARDSHIP

Pacific Life is committed to having a positive impact on our environment and becoming more resilient in our operations. We are working to protect our oceans, reduce our environmental footprint and identify investment opportunities that are good for business and the planet.



In global charitable giving from Pacific Life and the Pacific Life Foundation in 2024*

\$2.5M

Invested in college and career readiness initiatives over the past three years, including \$725K in 2024

\$2.1M

In grants to support our employees' engagement in their local communities

Signatory of:



15K

Hours spent by Pacific Life Volunteers with 200 charities around the globe

\$3.2M

Donated over the past three years to improve food security globally, including \$1.9M in 2024

18

Global environmental cleanups and events across 8 cities around the world



\$18.6M

Invested globally in ocean health and the conservation of marine mammals, including \$700K in funding in 2024

\$19.1B

Invested by Pacific Life in assets related to socially responsible efforts in underserved and low-income communities, as well as environmental efforts



Named by Points of Light as one of America's 50 most community-minded companies for the third year in a row



^{*} Includes Pacific Life Foundation cash grants, corporate contributions and in-kind donations

PACIFIC LIFE 2024 REPORT TO MEMBERS

PRIVACY NOTICE

FACTS

WHAT DOES PACIFIC LIFE DO WITH YOUR PERSONAL INFORMATION?

Why?

Financial companies choose how they share your personal information. Federal law gives consumers the right to limit some but not all sharing. Federal law also requires us to tell you how we collect, share, and protect your personal information. Please read this notice carefully to understand what we do

What?

The types of personal information we collect and share depend on the product or service you have with us. This information can include:

- · Personal data, such as name, social security number, email address, physical address, and
- Demographics data, such as age, disability status, citizenship, and gender.
- · Professional or employment data, such as income, and employment history.
- · Financial data, such as banking information, assets/debts, credit card information, and investment preferences.
- · Health data, such as medical history, medical questionnaires, treatments, health related information, and habits.
- · Biometric information, such as voice signatures.
- · Interaction data when you visit our websites or speak with our customer service team such as. IP address, and location.
- · Audiovisual information, such as video and call recordings.

When you are no longer our customer, we continue to share your information as described in

How?

All financial companies need to share customers' personal information to run their everyday business. In the section below, we list the reasons financial companies can share their customers' personal information; the reasons Pacific Life chooses to share; and whether you can limit this sharing.

Reasons we can share your personal information	Does Pacific Life share?	Can you limit this sharing?
For our everyday business purposes—such as to process your transactions, maintain your account(s), respond to court orders and legal investigations, or report to credit bureaus	Yes	No
For our marketing purposes— to offer our products and services to you	Yes	No
For joint marketing with other financial companies	Yes	No
For our affiliates' everyday business purposes—information about your transactions and experiences	Yes	No
For our affiliates' everyday business purposes—information about your creditworthiness	No	We don't share
For our affiliates to market to you	No	We don't share
For our nonaffiliates to market to you	No	We don't share

If you have any questions about this policy, please contact us at:

Pacific Life Privacy Office 700 Newport Center Drive Newport Beach, CA 92660

Call 1-877-722-7848 or go to PacLife.co/ContactUs

Who we are

Who is providing this notice?

Pacific Life, as referred to in this notice, means Pacific Life Insurance Company and its affiliates and subsidiaries, including, but not limited to, Pacific Life & Annuity Company, and Pacific Select Distributors, LLC.

What we do	
How does Pacific Life protect my personal information?	To protect your personal information from unauthorized access and use, we use security measures that comply with federal law. These measures include computer safeguards and secure files and buildings.
	We regularly review our security standards, procedures, and technology to protect against unauthorized access to your personal information.
How does Pacific Life collect my personal information?	We collect your personal information, for example, when you
	 Apply directly for a product or submit a claim, Make deposits or withdrawals from your account, pay your premiums, or apply for a loan, Interact with our information technology resources in the course of providing services or products to you.
	We also collect your personal information from other companies, such as your insurance producer, broker, financial advisor and their respective firms, your employer, or plan sponsor, consumer reporting agencies, government agencies, healthcare providers, data science providers, business partners, service providers and insurance support agencies, such as MIB, Inc.
Why can't I limit all	Federal law gives you the right to limit only
sharing?	 sharing for affiliates' everyday business purposes—information about your creditworthiness affiliates from using your information to market to you sharing for nonaffiliates to market to you
	Pacific Life does not engage in the above sharing practices.
	State laws and individual companies, may give you additional rights to limit sharing. See below for more on your rights under state law.
Definitions	
Affiliates	Companies related by common ownership or control. They can be financial and nonfinancial companies.

Affiliates	Companies related by common ownership or control. They can be financial and nonfinancial companies.
	Our affiliates include companies with a Pacific Life Insurance Company name; financial companies, such as Pacific Life & Annuity Company; and others, such as Pacific Select Distributors, LLC.
Nonaffiliates	Companies not related by common ownership or control. They can be financial and

nonfinancial companies. · Pacific Life does not share with nonaffiliates so they can market to you.

Joint marketing

A formal agreement between nonaffiliated financial companies that together market financial products or services to you.

• Our joint marketing partners include other financial institutions.

Other important information

Pacific Life does not sell your personal information. If you live in a state where the laws further restrict the sharing of your personal information, we will not share information we collect about you with nonaffiliates, unless the law allows. and we limit sharing among our affiliates to the extent required by state law.

For insurance customers in AZ, CA, CT, GA, IL, ME, MA, MT, NV, NJ, NM, NC, ND, OH, OR, VA, and WI only:

The term "Information" means information we collect during an insurance transaction. Your Information may be shared with nonaffiliates without your prior authorization as permitted or required by law. We may share your Information with insurance regulatory authorities, law enforcement, and consumer reporting agencies. Information we obtain from a report prepared by an insurance-support organization may be retained by that insurance-support organization and disclosed to others. You have the right to receive a response within 30 business days to a verified submitted written request to access, correct, amend or delete personal information associated with your insurance transactions. If your request is denied, you have the right to file a statement on what you believe to be accurate and fair information and why you disagree with the denial. To exercise your rights please submit your request to the address listed in the Questions section.

Pacific Life reserves the right to modify this notice. If there are material changes to this notice or in how Pacific Life will use your personal information, we will use reasonable efforts to notify you either by providing a notice on Pacific Life's website PacLife.co/PrivacyPolicies, and/or if deemed appropriate, by mail, email or similar direct communication. We encourage you to periodically review this notice.

DIRECTORS

PACIFIC MUTUAL HOLDING COMPANY BOARD OF DIRECTORS

MARIANN BYERWALTER

Chair, Board of Directors Pacific Mutual Holding Company

DARRYL BUTTON

President and Chief Executive Officer Pacific Mutual Holding Company

DWIGHT DECKER*

Retired Chairman and Chief Executive Officer Conexant Systems, Inc.

CHRISTOPHER FURMAN

President and Chief Executive Officer Ventura Foods, LLC

JULIA GOUW

Retired President and Chief Operating Officer East West Bank

LOUISE PENTLAND

Senior Vice President and General Counsel Roku, Inc.

MICHAEL SHEPHERD

Interim President and Chief Executive Officer Discover Financial Services

SCOTT STOWELL

Founder, Chief Executive Officer and President Capital Thirteen LLC

PETER TAYLOR

Retired President **ECMC** Foundation

MARIA TERESA TEJADA

Expert Partner Bain & Co., Inc.

KERRY WILLIAMS

Retired President and Chief Operating Officer Experian

DEAN YOOST*

Retired Partner

PricewaterhouseCoopers



LEADERSHIP



MANAGEMENT COMMITTEE

DARRYL BUTTON 1,2

President and Chief Executive Officer

DAWN BEHNKE 1,2

Executive Vice President. Consumer Markets

LAURA CUSHING

Executive Vice President and Chief Human Resources Officer

MARY BETH ECKERT

Executive Vice President and Chief Information and Digital Officer

DAVID HOWELL

Chief Executive Officer. Pacific Life Re

TOD NASSER

Executive Vice President and Chief Investment Officer

JAY ORLANDI 1,2

Executive Vice President and General Counsel

ALESSANDRO PAPA

Executive Vice President and Chief Risk Officer

VIBHU SHARMA 1,2

Executive Vice President and Chief Financial Officer

BRIAN WOOLFOLK²

Executive Vice President. Institutional

¹ Director of Pacific LifeCorp

² Director of Pacific Life Insurance Company

CONTACT **INFORMATION**

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INSTITUTIONAL

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REINSURANCE

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WORKFORCE BENEFITS

+1 (855) 810-3301



TO DOWNLOAD A COPY OF OUR ANNUAL REPORT, **VISIT PACIFICLIFE.COM.**

Pacific Life Insurance Company, an indirect wholly owned subsidiary of Pacific Mutual Holding Company, is licensed in the District of Columbia and all states except New York. In New York, individual life insurance and annuity products are available through Pacific Life & Annuity Company, a subsidiary of Pacific Life Insurance Company. Product availability and features vary by state. Insurance product and rider guarantees are backed by the financial strength and claims-paying ability of the issuing company and do not protect the value of the variable investment options. Each company is solely responsible for the financial obligations accruing under the policies it issues. Variable products are issued by Pacific Life Insurance Company and Pacific Life & Annuity Company. These products are distributed by Pacific Select Distributors, LLC (member FINRA and SIPC), a subsidiary of Pacific Life Insurance Company and an affiliate of Pacific Life & Annuity Company. In order to sell life insurance products, a financial professional must be a properly licensed and appointed life insurance producer. For current financial strength ratings, please visit us online at www.PacificLife.com/Ratings.

To view a copy of Pacific Mutual Holding Company's 2024 audited GAAP consolidated financial statements, please visit www.PacificLife.com/Financials.

Whale photos courtesy of Tim Burgess





WWW.PACIFICMUTUAL.COM

