



Acknowledgement of country

Challenger acknowledges the Traditional Owners of Country throughout Australia and we pay our respects to Elders past and present. We recognise the continuing connection that Aboriginal and Torres Strait Islander peoples have to this land and acknowledge their unique and rich contribution to society.



Overview

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Business and strategy update

Nick Hamilton – Managing Director and Chief Executive Officer

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Financial results and outlook

Alex Bell – Chief Financial Officer

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Looking ahead

Nick Hamilton – Managing Director and Chief Executive Officer

1

Business and strategy update

Nick Hamilton

Managing Director & Chief Executive Officer

Key points

01

Financial strength – driving returns for shareholders, operational efficiency, gains across all investment asset classes

02

Capital flexibility – strongly capitalised with excess liquidity, dividend growth and \$150m on-market buy-back announced¹

03

Enabling growth – winning key retirement partnerships, integrating with advice technology platforms, expanding offshore reinsurance

1. Subject to market conditions and regulatory approval.

1H26 financial performance

Driving value for shareholders

FINANCIAL PERFORMANCE

33.3_{cps}

Normalised EPS

↑ 2%

\$339_m

Statutory NPAT

↑ 369%

SHAREHOLDER OUTCOMES

11.4%

Normalised ROE¹
Above FY26 target

15.5_{cps}

Interim dividend

↑ 7%

CAPITAL FLEXIBILITY

1.58_x

CLC PCA Ratio²

↓ 0.03x

\$4.7_{bn}

Regulatory capital base

↑ 5%

All growth rates compare the year ended 31 December 2025 against the year ended 31 December 2024 (the prior corresponding period or pcpr), unless otherwise stated.

1. Normalised Return On Equity post-tax.

2. 1H26 PCA ratio down 0.03x (1H25 1.61x).

Growing demand for income and financial security

Tailwinds to support growth

WORLD CLASS SAVINGS SYSTEM

\$4.5_{tr}

Assets in retirement¹

\$1.7_{tr}

Deposits held by Australian households in ADIs²

AGEING POPULATION

780 per day

Australians retiring³

78%

Australians would be happier with a guaranteed income for life⁴

GROWING DEMAND FOR INCOME

\$35_{bn}

Yearly net flows into Australian Fixed Income & Private Debt⁵

\$200_{bn}

Private credit market⁶

OFFSHORE OPPORTUNITIES

>35%

South Korea, Hong Kong and Japan population aged 65+ years in 2050⁷

US\$315_{bn}

Addressable Asian reinsurance market⁸

1. APRA superannuation statistics September 2025.

2. APRA Monthly authorised deposit-taking institution statistics, November 2025.

3. Based on # Australians aged 65 retiring each day. Australian Bureau of Statistics, December 2024, National, state and territory population statistics.

4. Based on Australians aged 60+ years in Challenger's Happiness Index research, February 2025.

5. NMG, Managed Funds Review September 2025.

6. ASIC (22 September 2025), "Private credit in Australia" (REP 814).

<https://www.asic.gov.au/regulatory-resources/find-a-document/reports/rep-814-private-credit-in-australia/>

7. OECD/WHO (2024), Health at a Glance: Asia/Pacific 2024, OECD Publishing, Paris, <https://doi.org/10.1787/51fed7e9-en>.

8. Challenger internal estimates, includes Hong Kong, Japan, Korea and Singapore.

Challenger's competitive advantages

Using our advantages to shape the retirement system with our partners and drive future growth

Competitive advantages



1H26 Progress

Longer dated sales +12%

Customer uplift – ALIP¹ live, portals and APIs live in 2H26



\$5.9bn origination volumes

Whole loan origination transactions



Challenger IM external AUM +38% CAGR² / new LiFTS notes platform

Positive total returns – all Life's asset classes



A+/A- S&P credit rating upgrade³

+7% Dividend growth

\$150m buy-back⁴

1. Accenture Life Insurance and Annuity Platform.

2. 4-year CAGR from 1H22 to 1H26.

3. Challenger Life Company Limited – 'A+' rating (from 'A') with a stable outlook; and Challenger Limited – 'A-' rating (from 'BBB+') with a stable outlook.

4. Subject to market conditions and regulatory approval.

2

Financial results and outlook

Alex Bell

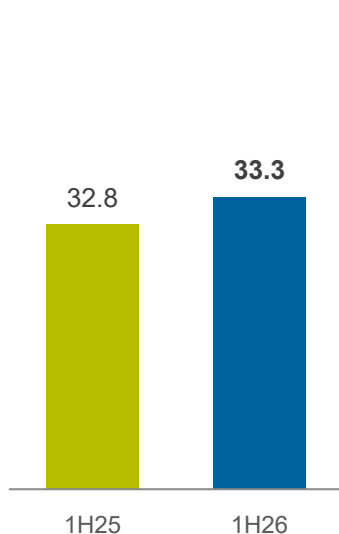
Chief Financial Officer

1H26 financial performance

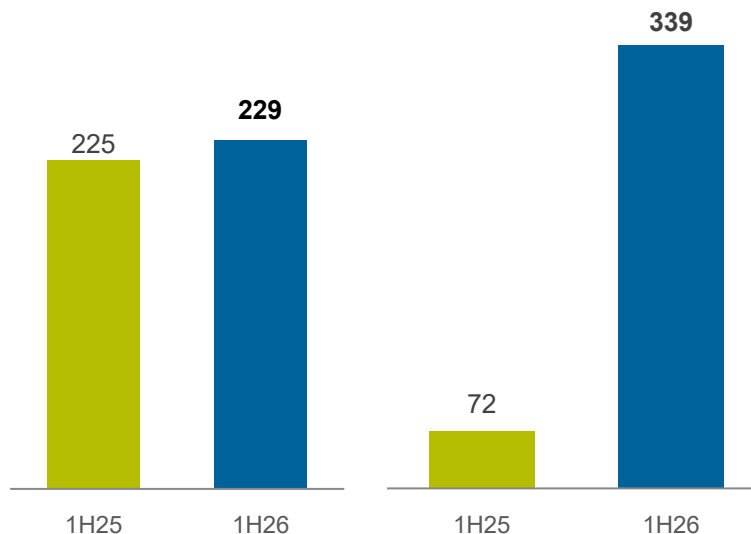
Disciplined execution | Strong statutory NPAT performance

Profitability

Normalised EPS (cps)
33.3 cps +2%

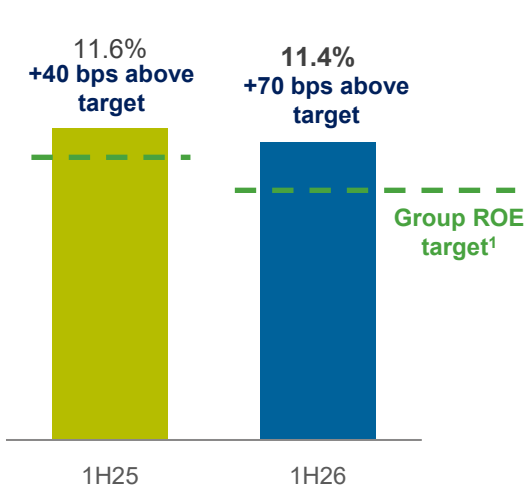


Net Profit After Tax (\$m)
Normalised NPAT
\$229m +2%
Statutory NPAT
\$339m +369%

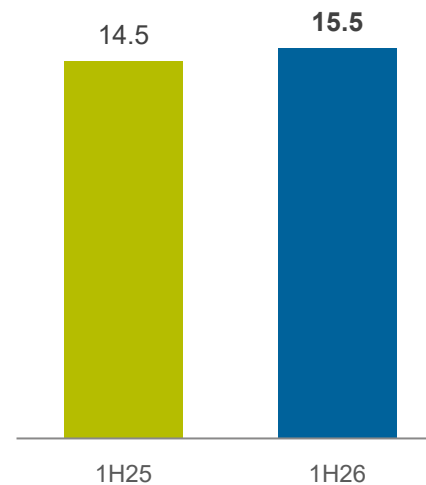


Returns

Normalised ROE after tax
11.4% +70 bps above target¹



Dividend
15.5 cps +7%



1. 1H26 Normalised ROE post-tax target of 10.7% being the RBA cash rate plus a margin of 12% less tax (equivalent to a Normalised ROE pre-tax target of 15.7% and assumes tax rate of ~31.4%).
2. 1H25 Normalised ROE post-tax target of 11.2% being the RBA cash rate plus a margin of 12% less tax (equivalent to a Normalised ROE pre-tax target of 16.4%).

Earnings drivers

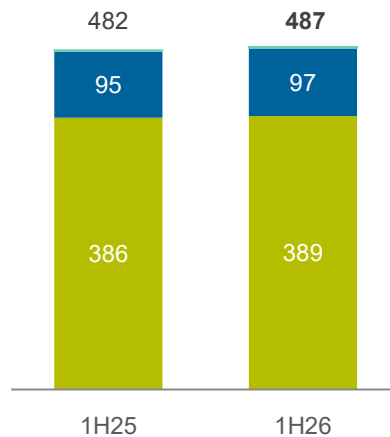
Operational efficiency driving earnings growth

Income \$487m +1%

Corporate
other income

FM net fee
income

Life normalised
cash operating
earnings



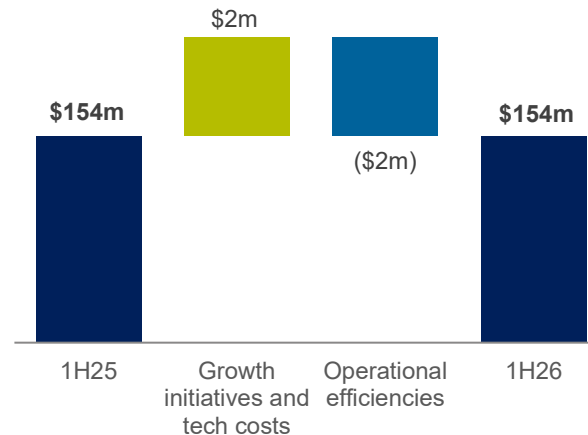
Life +1%

Increase in average AUM offset by lower COE margin

Funds Management +2%

Increase in non-FUM income

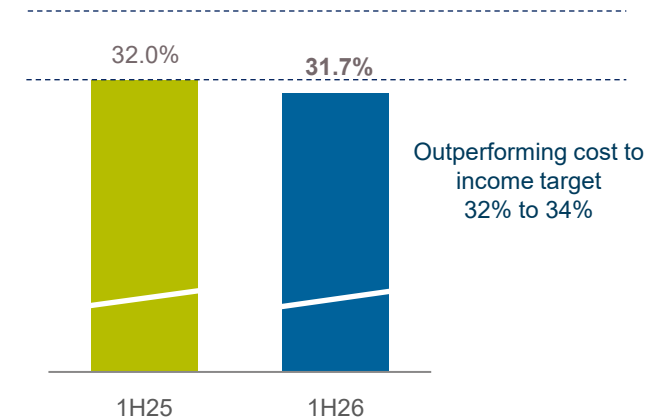
Expenses \$154m stable



Investment in growth initiatives and technology costs driven by inflationary pressures on software licensing and data costs

Offset by lower costs from realised operating efficiencies

Cost to Income Ratio 31.7% -30bps



Cost to Income ratio (CTI) **improved 30bps**

CTI ratio **outperforming target (32% to 24%)**

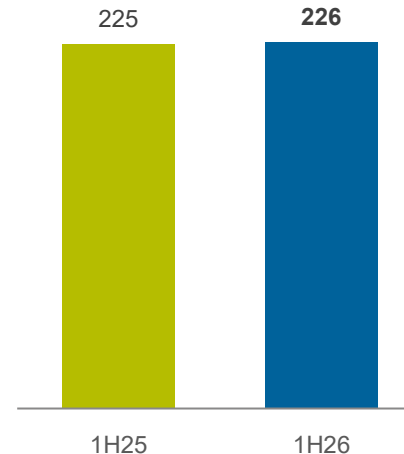
FY26 CTI ratio expected to be at **lower end of target range**

Life performance

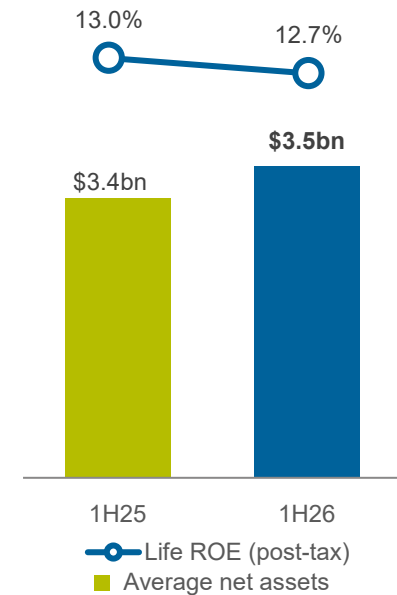
Delivering reliable spread earnings in a tight credit spread environment

	1H26	1H26 v 1H25
Normalised Cash Operating Earnings (COE)	\$389m	1%
Expenses	(\$61m)	3%
Normalised NPBT	\$327m	– %
Normalised Tax	(\$102m)	– %
Normalised NPAT	\$226m	1%
COE margin	2.95%	(16bps)
Normalised ROE post-tax	12.7%	(30bps)
PCA ¹ ratio	1.58x	(0.03x)
Annuity sales	\$3.8bn	32%
Total Life sales	\$5.1bn	11%
Maturity rate ²	14%	(1pp)

Normalised NPAT \$226m +1%



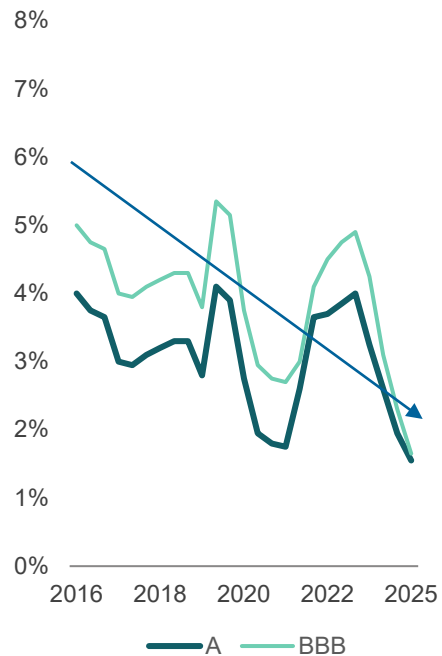
Normalised ROE 12.7% -30 bps



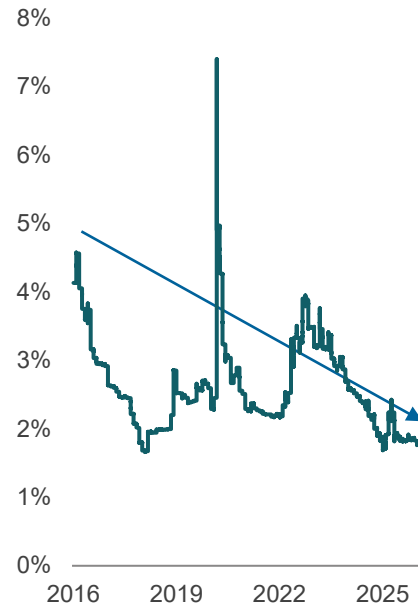
Life COE margin

COE margin an outworking of tight credit spread environment and higher allocation to liquids |
New business meeting or exceed ROE target

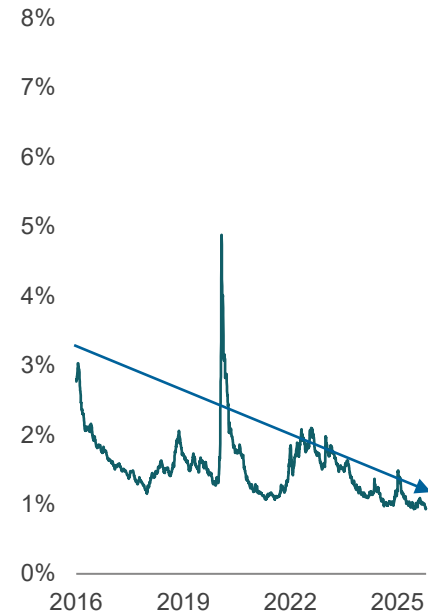
**Domestic RMBS
'A' & 'BBB' spreads¹**



**'A' CLO
spreads²**



**'BBB' Corporate
spreads³**



Margins	1H26	1H26 v 1H25
Investment yield	6.28%	-39 bps
Other income	0.28%	+1 bps
Interest & distribution expense	(3.65%)	+22 bps
Normalised growth	0.04%	-
Life COE margin	2.95%	-16 bps
Average Life investment assets	\$26.1bn	+6%
Cash and equivalents	\$3.3bn	+28%

1. Challenger internal data for Australian A & BBB primary non-conforming RMBS spreads.
2. JP Morgan CLOIE A DM - post crisis duration weighted to worst.
3. ICE BofA BBB Corporate Bond Index.

Life sales

Strong book growth driven by annuities | Continued momentum in longer duration sales

Strong 1H26 Sales performance



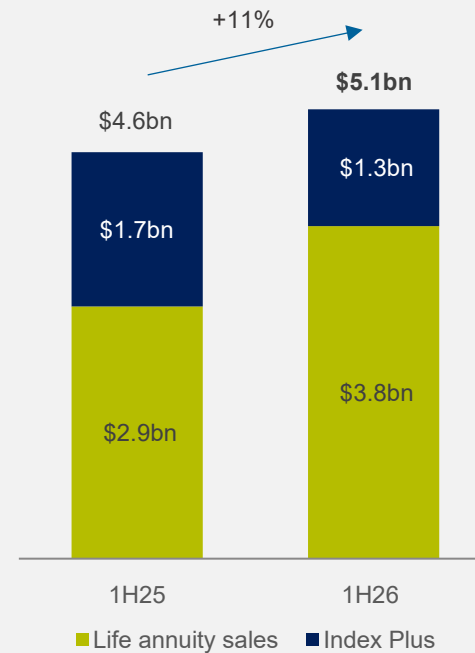
\$5.1bn  11%
Total Life
sales

7.4%
Annuity book
growth¹

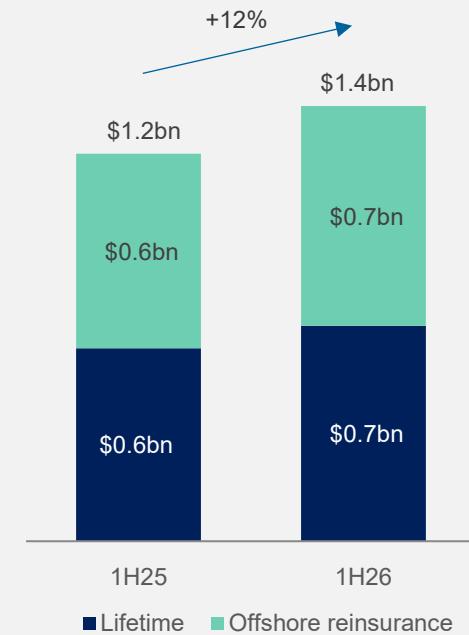
\$0.7bn  12%
Strong lifetime
annuity sales²

\$0.7bn  13%
Record offshore
reinsurance sales

Life sales



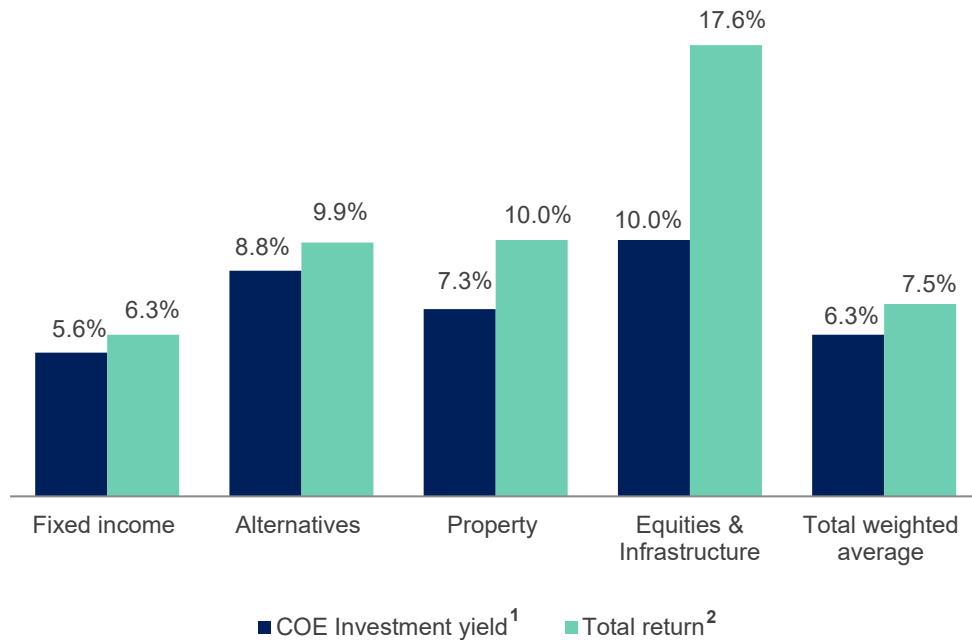
Longer duration annuity sales



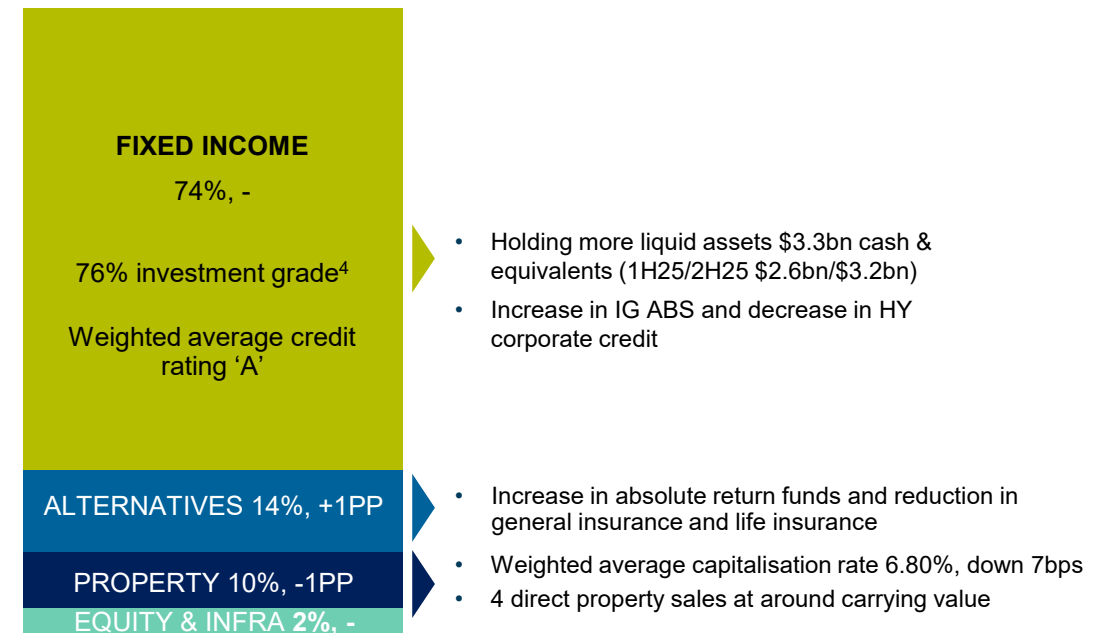
Life investment portfolio

Positive asset experience across all asset classes | Balance sheet growth driven by strong Life book growth

1H26 Performance by asset class Annualised, pre-tax



Life investment assets³ \$26.5bn +4%



1. COE investment yield includes investment yield and normalised capital growth.
2. Total return includes COE investment yield and asset experience.
3. All comparisons 1H26 versus 2H25.
4. Investment grade represents BBB or higher.

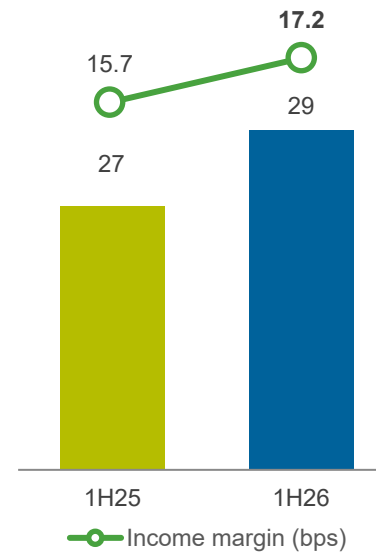
Funds Management performance

Earnings growth driven by operational efficiencies

	1H26	1H26 v 1H25
FUM-based income & transaction fees	\$96m	8%
Performance fees	\$1m	(80%)
Net income	\$97m	2%
Expenses	(\$54m)	(5%)
Normalised NPBT	\$42m	12%
Normalised Tax	(\$13m)	22%
Normalised NPAT	\$29m	7%
FUM-based margin	14.4bps	0.5bps
Income margin	17.2bps	1.5bps
Normalised ROE post-tax	16.2%	(1.6pp)
Cost to income ratio	56.2%	(3.8pp)
Average FUM ¹	\$111.6bn	(7%)

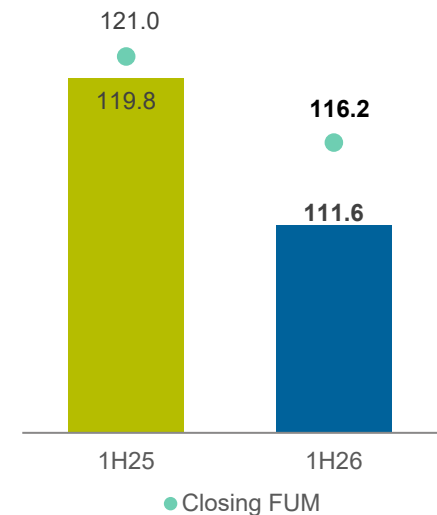
Normalised NPAT \$29m +7%

Net income +2%
Expenses -5%



Average FUM \$112bn -7%

Fidante \$94bn -8%
Challenger IM \$18bn +2%



Fidante

Expanding alternatives offering

Market leader



One of the largest active managers¹

83%

Products recognised as high quality – Recommended or Highly recommend²

Expanding alternative offering



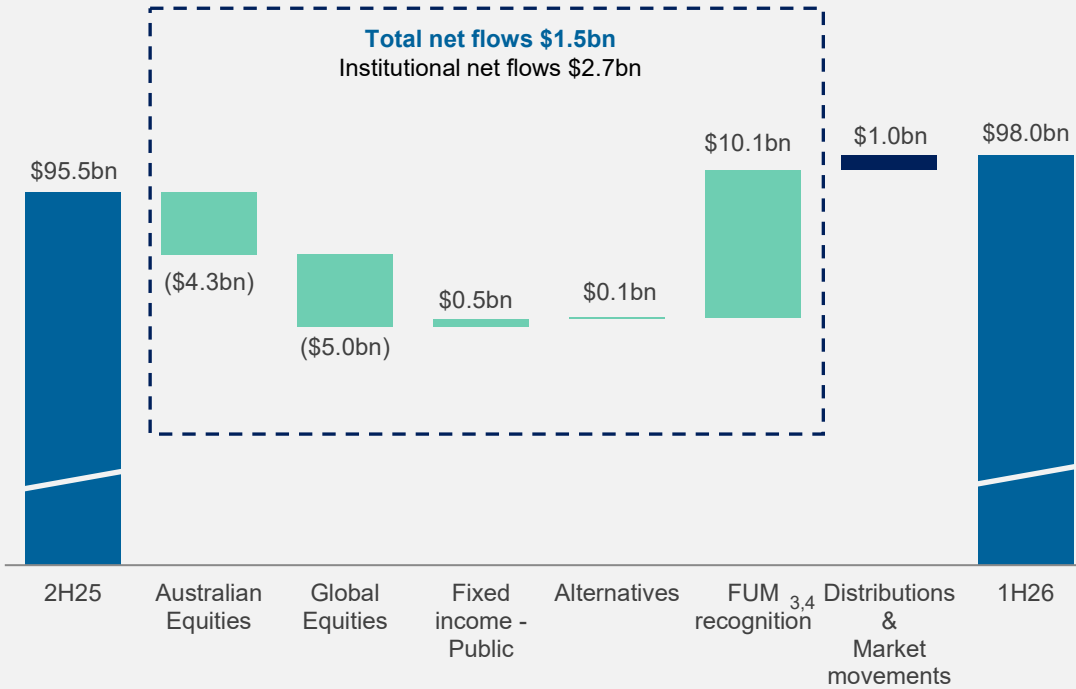
FULCRUM

Added to affiliate platform

\$15bn

Alternatives FUM³
15% of total FUM

Funds Under Management

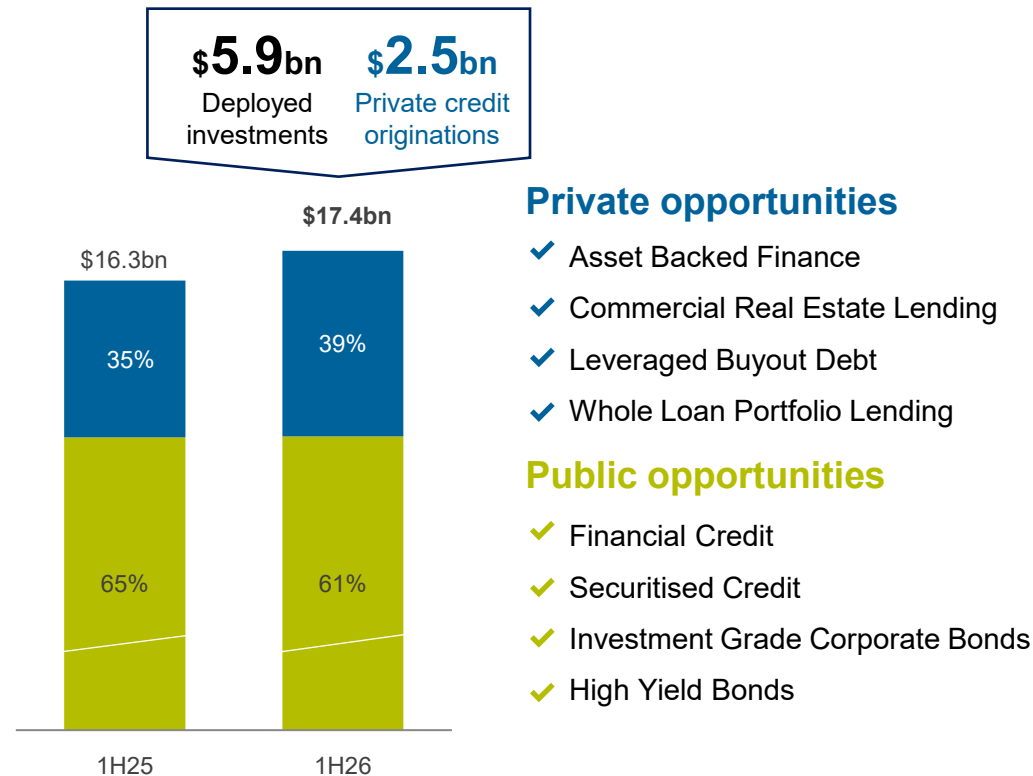


1. Calculated from Rainmaker Roundup, September 2025 data.
2. Externally rated as either 'Recommended' or 'Highly Recommended' by research houses (Lonsec, Zenith and Morningstar) as at 31 December 2025.
3. Includes \$12.6bn FUM recognition following the acquisition of a substantial minority stake and securing exclusive distribution rights across Australia, New Zealand and Asia for Fulcrum Asset Management.
4. Includes \$2.9bn FUM derecognised in 1H26 following the completion of the distribution agreement with Ares Management Corporation.

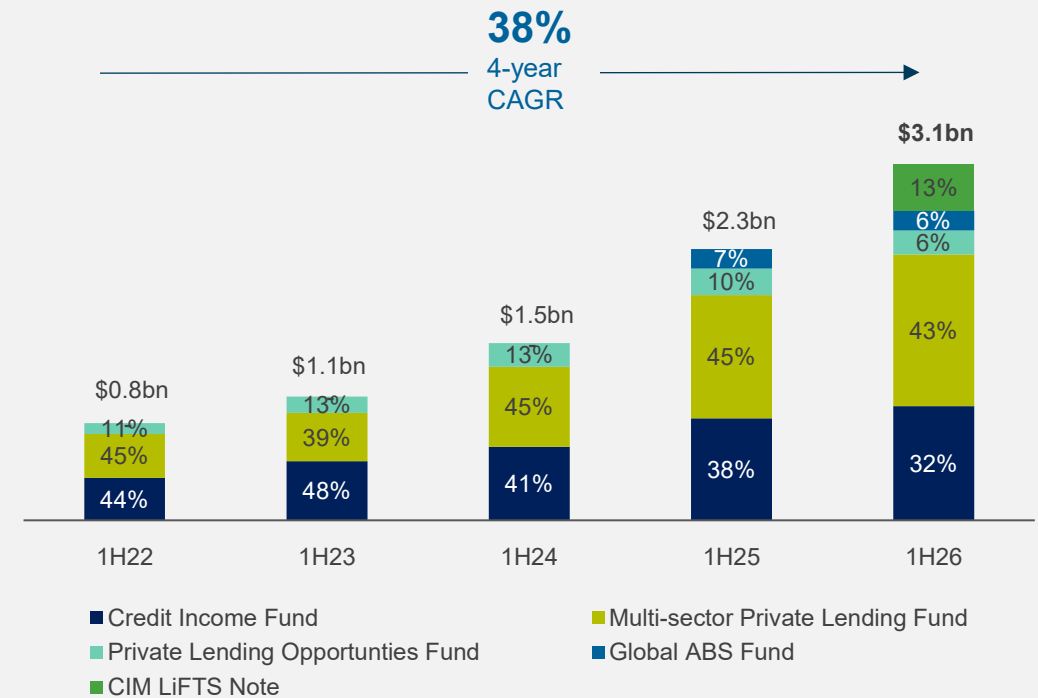
Challenger Investment Management

Product innovation and growing investment capability

Challenger IM Fixed Income Portfolio¹



Challenger IM Third Party Funds' FUM



Capital and liquidity strength

Strongly capitalised with available liquidity to capitalise on changing market conditions

A+ / A-

CLC/Challenger S&P credit rating
with a stable outlook

↑ Upgraded

\$4.7 bn

Regulatory capital
base

↑ 5%

1.58x

CLC PCA
Ratio^{1,2}

↓ 0.03x

\$3.3 bn

Cash and cash
equivalents

↑ 28%

\$1.7 bn

Excess capital
over PCA

↑ 2%

1.19x

CET1
ratio

Unchanged

1. The PCA ratio represents total Tier 1 and Tier 2 regulatory capital base divided by the Prescribed Capital Amount.

2. Challenger does not target a specific PCA ratio and the target PCA ratio range is a reflection of internal capital models, not an input to them and reflects asset allocation, business mix, capital composition and economic circumstances. The target surplus produced by these internal capital models currently corresponds to a PCA ratio of between 1.30 times to 1.70 times. This range may change over time and different constraints can apply including CET1 requirements.

Disciplined capital management

Focusing on maximising shareholder returns

Delivering
shareholder
value



ORGANIC GROWTH

Invest in core businesses

- ✓ 5.8% Life book growth
- ✓ Investment in scalable platforms – customer technology uplift and investment operations
- ✓ Expand offshore reinsurance platform



DIVIDENDS

Seeking to grow dividends over time
Dividend policy 30% to 50% payout ratio

- ✓ 15.5c interim dividend (up 7%)
- ✓ 46.5% dividend payout ratio



CAPITAL RETURN

Return excess capital above growth needs
to shareholders

- ✓ \$150 million on-market buy-back announced¹



INORGANIC GROWTH

Enhance core businesses

- ✓ 22% stake in  FULCRUM

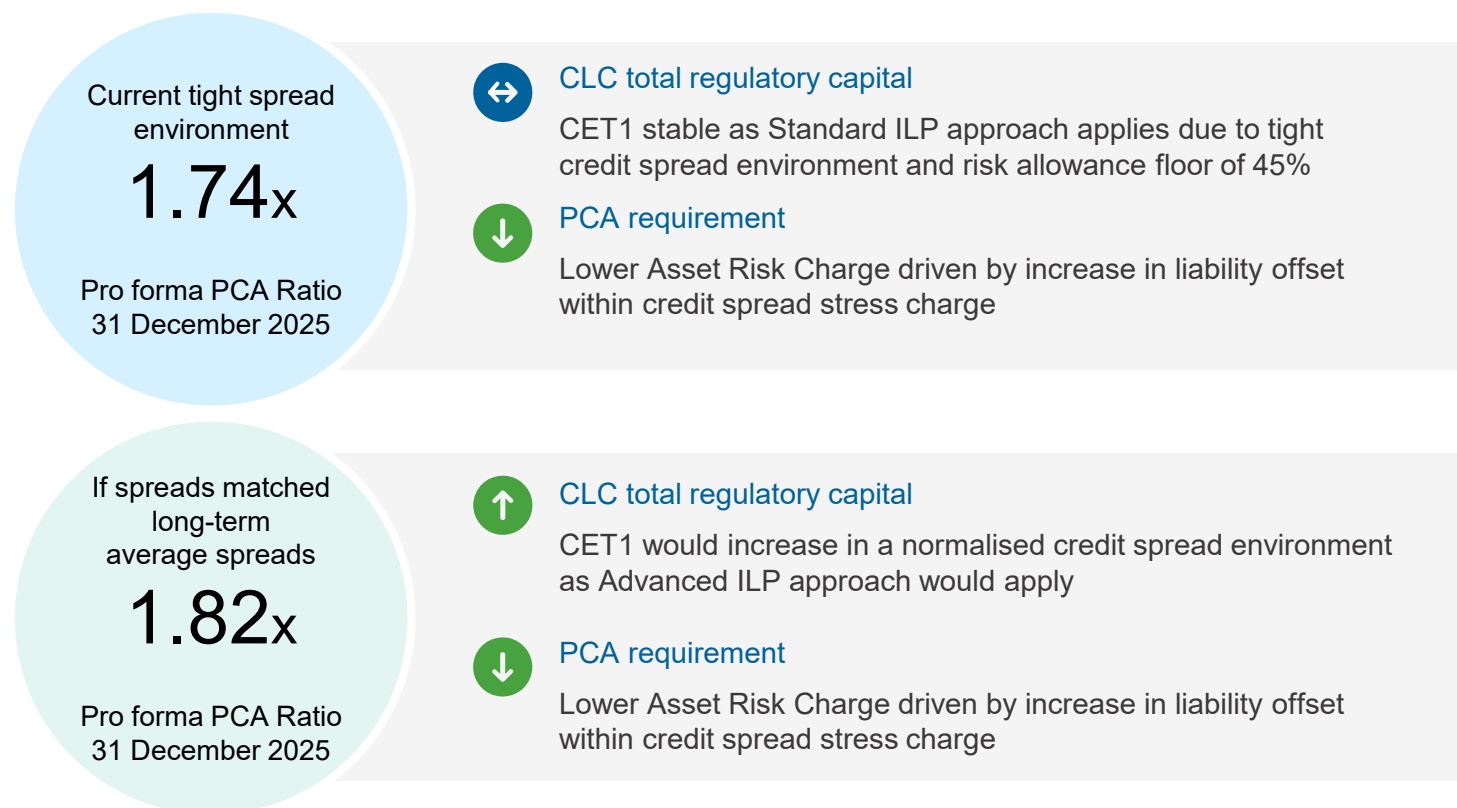
APRA capital standard changes

A reminder of what to expect on Day 1

PCA Ratio – Current standards

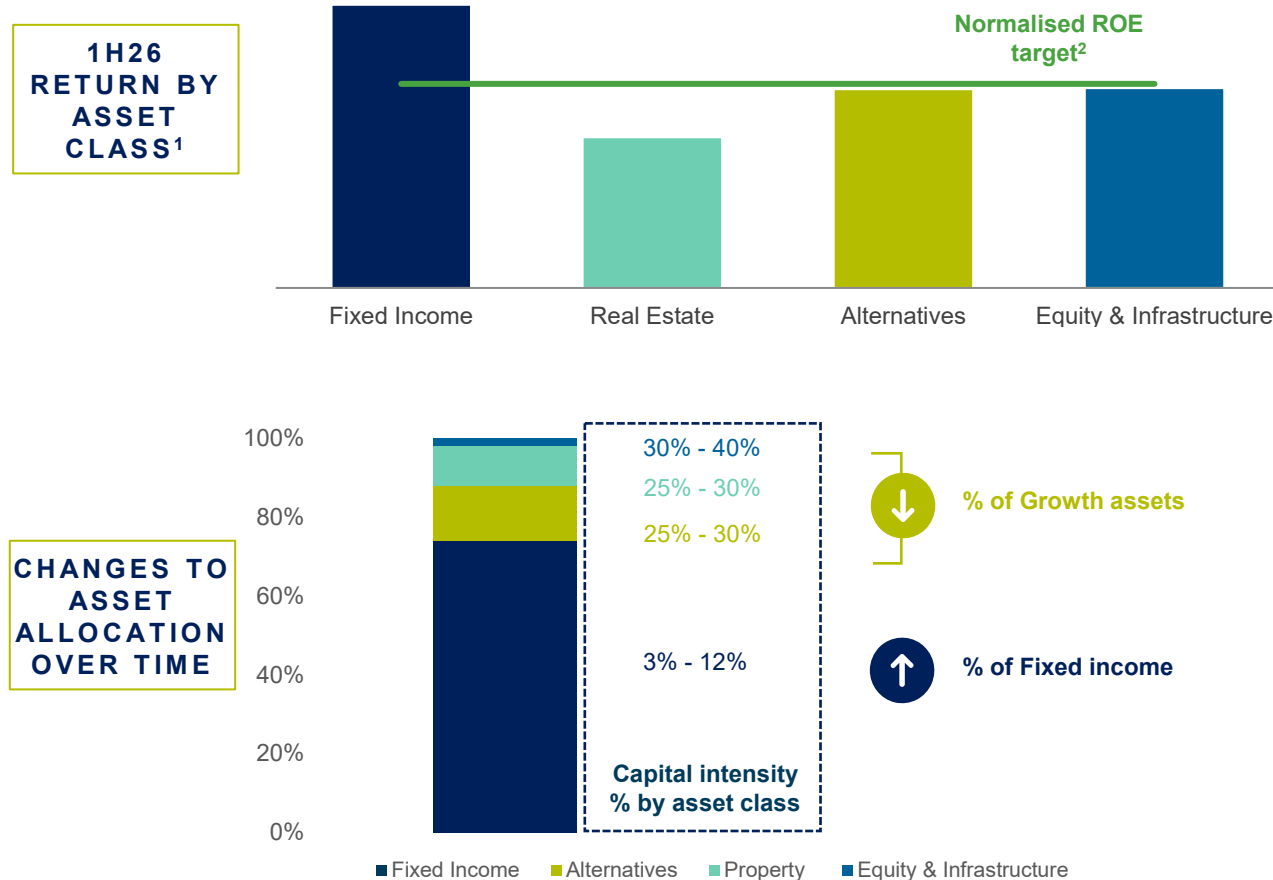


Pro forma PCA ratio – Proposed standards¹



APRA capital standard changes

What to expect over time – building blocks of shareholder value



Directional change in building blocks of shareholder value

Spread income

Low volatility and steady growth



Fee income

High growth, capital light



Investment gains

Variable but positive through cycle

Lower volatility expected due to lower allocation to growth assets

Principal investments

Group balance sheet investments

Offshore reinsurance

ROE and EPS

Less capital intensive



FY26 guidance and targets

Reaffirming earnings guidance and targets under current prudential settings

Normalised Basic EPS guidance



66_{cps} to 72_{cps}

On track to achieve FY26 guidance with 1H26 Normalised Basic EPS of 33.3cps

Consistent through the cycle targets



Normalised ROE	RBA cash rate +12% after tax ¹
Cost to income ratio	32% to 34%
Dividend payout ratio	30% to 50% ²
CLC PCA ratio	1.30x to 1.70x ³

1. 1H26 Normalised ROE (post-tax) target of 10.7% being the RBA cash rate plus a margin of 12% less tax (equivalent to a Normalised ROE pre-tax target of 15.7% and assumes tax rate of ~31.4%).

2. Normalised dividend payout ratio represents dividend per share divided by normalised earnings per share (basic).

3. Challenger does not target a specific PCA ratio. The target PCA ratio range is a reflection of internal capital models, not an input to them and reflects asset allocation, business mix, capital composition and economic environment. The target surplus produced by these internal capital models currently corresponds to a PCA ratio of between 1.30 times to 1.70 times. This range may change over time and different constraints can apply including CET1 requirements.

3

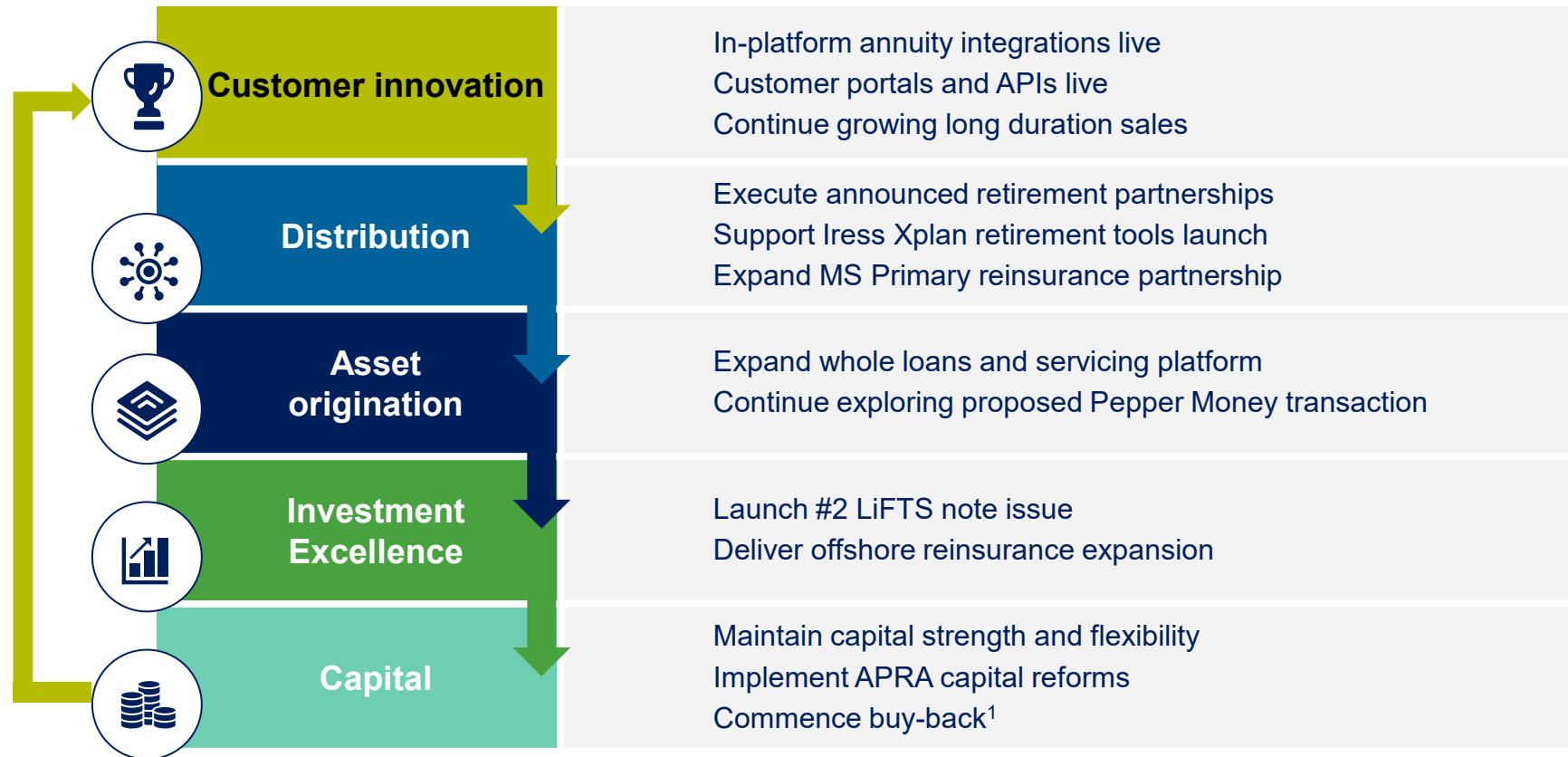
Looking ahead

Nick Hamilton

Managing Director & Chief Executive Officer

Challenger's competitive advantages

Key priorities



Key points

01

Financial strength – driving returns for shareholders, operational efficiency, gains across all investment asset classes

02

Capital flexibility – strongly capitalised with excess liquidity, dividend growth and \$150m on-market buy-back announced¹

03

Enabling growth – winning key retirement partnerships, integrating with advice technology platforms, expanding offshore reinsurance

1. Subject to market conditions and regulatory approval.

Appendix A

Assumed application of draft capital standards

As at 31 December 2025

Item	Comment
Standard Illiquidity Premium	Illiquidity Premium: 0.25% (Yrs 0-10); 0.20% (Yr 10+)
Advanced Illiquidity Premium	
Reference Index	Bloomberg US Corporate Statistics Index (LUACSTAT) Credit spread = 0.78%
Risk Allowance	Long-term LUACSTAT spread = 1.29% (based on year 1990 onwards) Risk allowance = 45% x 1.29% = 0.58%
Illiquidity Premium	0.78% - 0.58% = 0.20% (subject to a floor of the Standard Illiquidity Premium) <u>Standard Illiquidity Premium dominates over the first 10 years, with Advanced Illiquidity Premium dominating beyond that point</u>
Long-term illiquidity premium implementation period	Maximum cashflow matching term = 30 years Advanced Illiquidity Premium cap of 0.50% after 30 years does not apply at 31 December 2025
Asset Risk Charge (LPS 114)	Calculation based on the credit ratings of index constituents Average credit spread increase of index = 1.37% Credit spread increase with LPS 114 Adjustment Factors = 0.81%
Products included	All illiquid products including lifetime and fixed term annuities

IMPORTANT NOTE

The material in this presentation is general background information about Challenger Limited group's activities and is current at the date of this presentation. It is information given in summary form and does not purport to be complete. It is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered with professional advice when deciding if an investment is appropriate.

Challenger also provides statutory reporting as prescribed under the Corporations Act 2001.

The 2026 Interim Financial Report is available from Challenger's website at www.challenger.com.au/about-us/shareholder-centre.

This presentation is not audited. The statutory net profit after tax has been prepared in accordance with Australian Accounting Standards and the Corporations Act 2001. Challenger's external auditors, Ernst & Young, have reviewed the statutory net profit after tax. Normalised net profit after tax has been prepared in accordance with a normalised profit framework. The normalised profit framework is disclosed in Note 4 Segment Information of Challenger Limited 2026 Interim Financial Report. The normalised profit after tax has been subject to a review performed by Ernst & Young. Any additional financial information in this presentation which is not included in Challenger Limited 2026 Interim Financial Report was not subject to independent review by Ernst & Young.

This document may contain certain 'forward-looking statements'. The words 'forecast', 'expect', 'guidance', 'intend', 'will' and other similar expressions are intended to identify forward-looking statements. Forecasts or indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. You are cautioned not to place undue reliance on forward looking statements. While due care and attention has been used in the preparation of forward-looking statements, forward-looking statements, opinions and estimates provided in this announcement are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions. Forward-looking statements including projections, guidance on future earnings and estimates are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance and may involve known and unknown risks, uncertainties and other factors, many of which are outside the control of Challenger. Actual results, performance or achievements may vary materially from any forward-looking statements and the assumptions on which statements are based. Challenger disclaims any intent or obligation to update publicly any forward-looking statements, whether as a result of new information, future events or results or otherwise.

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Unless otherwise indicated, all numerical comparisons are to the prior corresponding period.