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challenger 

Annual Review
2025

Life. Well lived.

In 2025, Challenger celebrates 40 years of serving our customers.

The last 12 months mark a very important period in the history of our business. We have delivered a strong financial performance, made real progress in Australia's flourishing retirement income market and embarked on a digital transformation that will underpin the next phase of our growth strategy. As we look ahead, there is an exciting opportunity for our business to help even more Australians enjoy the golden years of retirement.

This Annual Review provides information about your company in an easy-to-read document. Included in the Annual Review is a performance update, message from the Chairman and Chief Executive Officer, and information on the environmental, social and governance matters that affect your company.

All numbers are as at 30 June 2025 unless otherwise stated.

Our Reporting Suite

Our full reporting suite, which includes this 2025 Annual Review, can be viewed online at the following links:

- [2025 Annual Review
challenger.com.au/annualreview2025](https://challenger.com.au/annualreview2025)
- [2025 Annual Report
challenger.com.au/annualreport2025](https://challenger.com.au/annualreport2025)
- [2025 Corporate Governance Statement
challenger.com.au/corporategovernance2025](https://challenger.com.au/corporategovernance2025)
- [2025 Sustainability Report
challenger.com.au/sustainabilityreport2025](https://challenger.com.au/sustainabilityreport2025)

Key Dates

18 September 2025 Final dividend payment date	18 August 2026 2026 full year financial results
30 October 2025 2025 Annual General Meeting	17 September 2026 Final dividend payment date
17 February 2026 2026 half year financial results	29 October 2026 2026 Annual General Meeting
24 March 2026 Interim dividend payment date	

→ [Full listing of key dates available at challenger.com.au/shareholder/shareholder-information/key-dates](https://challenger.com.au/shareholder/shareholder-information/key-dates)

Annual General Meeting

Date	Time
30 October 2025	9:30am (Sydney time)

Location

The 2025 AGM will be held as a 'hybrid' meeting which will enable shareholders to attend either physically or virtually.

Venue: Wesley Conference Centre,
220 Pitt Street, Sydney NSW 2000

Full details of the meeting will be included in your Notice of Annual General Meeting, which will be sent to shareholders in September 2025.

Dates may be subject to change. Any change in dates will be advised to the Australian Securities Exchange.

Board nominations

The closing date for receipt of nominations for the Challenger Limited Board is 28 August 2025.

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.

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Image

In FY24, Challenger launched its brand sponsorship strategy, partnering with the Professional Golfers' Association of Australia.

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Challenger
Leader in the income



Message from the Chair



In 2025, Challenger celebrates 40 years of serving our customers. In this milestone year, the need and opportunity to deliver on our purpose and provide Australians with financial security for a better retirement is greater than ever.

Australia has built a world class accumulation savings system that has made saving for a financially secure retirement a reality for all. Government, regulators and the broader industry are now focused on the next stage – developing a retirement income system that can provide the millions of Australians entering retirement over the coming decade with financial confidence to live their best retirement.

The regulatory reform underway will provide the framework for more Australians to access quality, affordable retirement advice, and choose from a broader range of appropriate retirement products. Work to amend Australia's capital settings for annuity products is also a significant step forward, and will contribute to a larger, more attractive lifetime income market that helps ensure guaranteed income becomes an integral part of the retirement process. As I wrote last year, the focus must now be on completing this important reform agenda.

As Australia's leading retirement income brand, Challenger has a key role to play in the growing market, harnessing our expertise to deliver better retirement outcomes for even more Australians.

Strong shareholder outcomes

The Challenger Board is focused on delivering strong and sustainable shareholder outcomes.

This year, the business recorded a strong performance and delivered against its targets. Normalised net profit after tax increased 9% to \$456 million and was in-line with our earnings guidance. Normalised return on equity (ROE) also increased to 11.8% which exceeded the ROE target. This result reflects Challenger's focus on executing its strategy, as well as actions taken to simplify our business.

Challenger remains a well capitalised business with \$1.7 billion excess capital, which provides financial flexibility and will support future growth.

Given Challenger's financial performance, our strong capital position and confidence in the business' growth strategy, the Board determined a full-year dividend of 29.5 cents per share, up 11% on last year.

Corporate governance

Challenger is committed to maintaining a comprehensive and diverse mix of experience and industry knowledge across the Board to effectively oversee the Challenger business today and into the future.

We are delighted to have John Somerville and David Whittle join the Challenger Board this year, whose experience will further expand and strengthen the Board's skillset. JoAnne Stephenson also retired from the Board after over a decade, and I would like to thank her for her enormous contribution and exemplary service.

Challenger was pleased to welcome TAL Dai-ichi Life Australia as a strategic shareholder in our business and we look forward to building a relationship that will benefit our customers and shareholders.

Our strategic reinsurance relationship with MS Primary, a subsidiary of MS&AD, that's been in place since 2016 has created significant shared value and we are pleased that this will continue, with our reinsurance partnership renewed for a further five years last year.

Challenger recognises the many benefits of fostering a growth-orientated, inclusive and diverse workforce. In 2025, Challenger achieved its diversity targets across the business, including Board and management.

The Board is acutely aware of ensuring that our reward framework is closely aligned to the shareholder experience and that reward outcomes reflect the business' performance. As at 30 June 2025, Challenger's total shareholder return outcome over the 5 year period was 89.66%, which was a strong performance above the ASX 200 Accumulation Index Movement. Short-term incentives this year reflect our business' strong result and progress in executing our strategy. Long term incentives (LTIs) granted in 2020 vested in 2024 for the first time in six years, demonstrating alignment of shareholder outcomes and an executive's realised reward over the performance period. We also anticipate that LTIs granted in 2021 will vest in September 2025. The Board is satisfied that the updates embedded in our reward framework over recent years effectively motivate and incentivise our executives to drive growth and build a growth-focused and risk-aware culture.

Sustainability

Ensuring a strong, sustainable business is crucial to our long-term success and the promises we make to our customers.

Our 2025 Sustainability Report outlines the business' continued progress in addressing environmental, social and governance risks and opportunities, with a particular focus on climate change. This includes achieving net zero across our Scope 1 and 2 emissions for the first time and developing a climate risk work program as the business prepares for Australia's mandatory climate disclosures regime.

This year, our business continued to advocate for reforms and policy settings that contribute to a resilient and growing retirement income system. More broadly, we support a range of organisations that make a positive impact on local communities.

Challenger is a strong, well capitalised business that has made significant progress in executing its growth strategy throughout 2025.

Looking ahead, we are confident in our business' outlook and the role that we can play in providing more retirees with financial confidence. The coming year will see Challenger build on the foundational work undertaken in 2025 and deliver on its significant work program. This will position the business to deliver growth and shareholder value.

I would like to take this opportunity to thank Challenger's employees – who are the bedrock of our business – for their hard work and dedication to delivering on our purpose. Finally, thank you to our customers and shareholders for your continued support.

Duncan West
Independent Non-Executive
Director and Chair



Message from the CEO

For forty years, Challenger has helped provide customers with financial security for a better retirement. As we look ahead, there is an exciting opportunity for our business to help even more Australians enjoy financial confidence in retirement.

The last 12 months mark a very important period in the history of our business. We have delivered a strong financial performance, made real progress in Australia's flourishing retirement income market and embarked on a digital transformation that will underpin the next phase of our growth strategy.

Meeting more customer needs

Challenger is proud to support more Australians with greater peace of mind as they move from saving for retirement, to living it.

This year we addressed the needs of an even broader range of customers that included working with superannuation funds, wealth managers and platforms to build innovative retirement income solutions. Most recently, Challenger was selected with TAL as Insignia Financial's retirement partners, demonstrating our ability to deliver retirement innovation at scale.

As we position Challenger as the 'go to' for retirement, we also progressed a program of initiatives to amplify our brand. Our research this year into what helps people feel confident in retirement reinforces what we're hearing from advisers and customers – retirement strategies that include a building block of lifetime guaranteed income stream materially improves overall wellbeing and happiness.

Our business continued to innovate and provide clients with access to a broad range of investment products. We are excited to be launching a new and innovative listed income platform which will issue ASX listed income notes to meet Australia's growing demand for income.

Challenger Investment Management expanded its leading asset origination capability, providing our retirement business and clients with higher yielding income strategies. Fidante also welcomed global long-short manager System Capital to its stable of affiliate managers.

Digital transformation

Challenger has a clear strategy and is executing against it. With our digital transformation underway, we are now a simpler, customer-focused and higher-returning business that's moving to the next phase of growth.

Our digital customer experience uplift program will enable Challenger to integrate our retirement products and solutions across the financial system. This will make it easier for customers, advisers, platforms and superannuation funds to access our retirement products, enhance customer experience efficiency, and support our growth plans.

This year, Challenger also appointed State Street, a global leader in investment services, to provide investment administration and custody services, which will accelerate our path to become a highly contemporary and scalable platform. Under the agreement, Challenger's investment operations team has now transitioned to State Street and the program has achieved a number of key milestones including transition of our custody services.

Australia's developing retirement market

The regulatory reform underway will help millions more Australians receive the education, guidance and advice to retire with financial confidence and enhance the resilience and fairness of our financial system.

The reform agenda also lays the foundations for Australia's future retirement 'ecosystem' where superannuation funds, advice technology providers, wealth platforms and annuity providers can provide Australians with retirement plans and advice that can be delivered at scale.

This creates an exciting opportunity for Challenger to meet the retirement 'megatrend' and leverage its capability to provide more Australians with financial confidence as around 780 Australians retire daily.

Looking ahead

In 2026, Challenger will focus on maintaining our financial strength and build on the progress achieved this year. This includes broadening our range of retirement and income solutions, and deliver a compelling experience that allows customers to interact with us on their own terms.

We are confident in the future of Challenger, our ability to achieve our financial targets and generate long-term sustainable growth.

Thank you to the team for their focus, energy and 'one Challenger' mindset.

Nick Hamilton
Managing Director &
Chief Executive Officer

2025 Highlights

Overview

Challenger reported a strong result this year and delivered against its growth strategy.

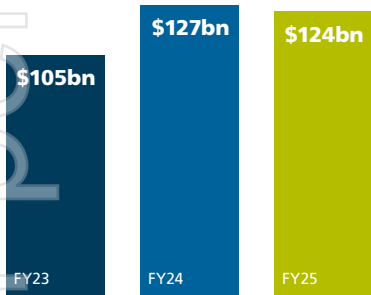
In FY25, Challenger achieved its financial targets, executed its strategic initiatives and progressed digital transformation initiatives that will underpin the next phase of its growth strategy.



Statutory Net Profit After Tax

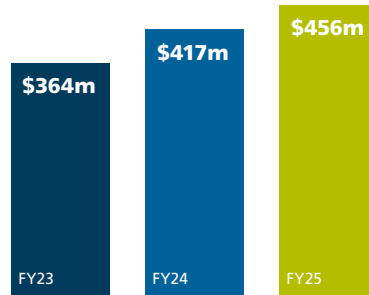
\$192m

▲48% on FY24



Group Assets Under Management

\$124bn ▼3% on FY24



Normalised Net Profit After Tax

\$456m ▲9% on FY24

Normalised Basic EPS

66.3cps

▲9% on FY24

Full Year Dividend

29.5cps

▲11% on FY24

Normalised Group ROE (Post-Tax)

11.8%

▲110bps on FY24

Capital Position

1.60x

CLC PCA RATIO¹
FY24 1.67x

1. Challenger Life Company (CLC) PCA ratio represents CLC total Tier 1 and Tier 2 regulatory capital base divided by the Prescribed Capital Amount (PCA).

Delivering on our strategy

1

Retirement Leader

Delivering

Retirement partnerships



Enhanced

Brand sponsorship strategy



88%

Of advisers consider Challenger as a leader in retirement income¹

235

Adviser roadshows, workshops and webinars on how Challenger can help their clients in retirement

2

Investment Excellence

20 years of excellence

In private credit markets

Launching

Challenger IM LiFTS – an ASX listed income platform

Expanded

Whole loan and mortgage servicing platform

Award winning

Investment strategies and products

Expanding

Alternatives offerings



3

Talented Team and Capability

Re-platforming

Customer technology to enable next phase of growth



Partnering with State Street

To provide investment administration and custody services



>140

Employee learning and development sessions for staff

88%

of Challenger employees agree our people leaders behave in line with our IACT values

Achieved

Gender diversity across the business – Board and management

1. Marketing Pulse Adviser Study June 2025 based on (% agree/strongly agree).

About Challenger

Challenger was founded in 1985 and is Australia's largest annuity provider¹ as well as one of its largest active fund managers².

Our purpose

Challenger's purpose is to provide our customers with financial security for a better retirement.

Established
1985

576
Full-time employees⁴

ASX100
Listed³

Offices
In Australia, London and Tokyo

APRA
Regulated Life company

Our values

Our values are integral to our culture and linked to everything we do. They set out the behaviours we need to deliver on our purpose and strategy and to meet community expectations, now and in the future.



Act with integrity

We do things the right way



Aim high

We deliver outstanding results



Collaborate

We work together to achieve shared goal



Think customer

We make decisions with our end customers front of mind



1. Plan for Life - March 2025 - based on annuities under administration.
2. Calculated from Rainmaker Roundup, March 2025 data.
3. Australian Securities Exchange (ASX) and trades under code CGF.
4. Number of people employed on a full-time equivalent (FTE) basis as at 30 June 2025.

➤ Challenger Group

Challenger operates an APRA regulated Life division and a fiduciary Funds Management division.

Challenger Life

Challenger Life is Australia’s leading provider of retirement income¹. We’re a multi-award-winning Life Company providing guaranteed² income to ensure that customers have more confidence to spend in retirement.



Challenger Investment Management

Challenger Investment Management is one of Australia’s largest fixed income originators, managing assets for Challenger Life and third-party clients.



Fidante

Fidante is one of Australia’s largest active investors³, offering compelling strategies across equities, fixed income and alternative assets, via partnerships with leading investment teams.



➤ Our strategic pillars

Challenger has three strategic pillars to ensure that it achieves its purpose of providing customers with financial security for a better retirement.



Retirement leader

Broaden customer access across multiple channels

- ➔ Delivering better outcomes for our customers
- ➔ Trusted and well-known brands
- ➔ Leading voice on all things related to retirement income
- ➔ Expanding our products and partners to meet more customer needs



Investment excellence

Superior outcomes and financial resilience

- ➔ Strongly capitalised so we can always deliver on our promises
- ➔ Superior risk-adjusted investment performance for our customers and shareholders
- ➔ Enabled by a scalable operating and investment platform



Talented team and capability

Outstanding skills and ways of working

- ➔ Invest in our people to maximise their potential
- ➔ Building a growth-focused and inclusive culture
- ➔ Leverage technology to make it easy to do business with us
- ➔ We make good risk-aware commercial decisions

1. Plan for Life - March 2025 - based on annuities under administration.
 2. The word 'guaranteed' means payments are guaranteed by Challenger Life Company (CLC); from assets of either its relevant statutory fund or shareholder fund.
 3. Calculated from Rainmaker Roundup, March 2025 data.

Life business

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“We continue to demonstrate our standing as a retirement income leader, delivering record retail lifetime and Japanese annuity sales and are investing in the business to make it easier for customers to do business with us.”

Anton Kapel
Chief Executive, Life

Life focuses on the retirement phase of superannuation, with products helping customers convert retirement savings into safe, secure and reliable retirement income.

As Australia’s largest provider of annuities, Challenger Life’s annuity products appeal to retirees as they provide security and certainty of guaranteed¹ income that ensures customers have more confidence to spend in retirement.

The Life business includes Challenger Life Company Limited (CLC), an APRA-regulated life insurance company.

Challenger is Australia’s leading retirement income brand² and was awarded Money Magazine’s ‘Longevity Cover Excellence Award’ in 2024 and 2025³.

The Life business has been broadening its customer sales channels. Its products in Australia are distributed via independent financial advisers, financial adviser administrative platforms, superannuation funds and directly.

As the leading provider of longevity protection, Life is well placed to support superannuation funds, wealth managers and platforms to help deliver retirement plans and a seamless member experience.

In FY25, the Life business won a pivotal partnership with MLC, part of Insignia Financial (ASX:IFL), for retirement solutions. Life also partnered with NGS Super (NGS) and will provide its members with guaranteed, regular income for life as part of NGS’ broader Retirement Income Strategy.

In Japan, Life has an annuity relationship with Mitsui Sumitomo Primary Life Insurance Company Limited (MS Primary), a leading provider of annuity products in Japan and part of MS&AD Insurance Group Holdings Inc., to reinsure Australian dollar, US dollar and Japanese yen denominated annuities.

Life’s 2025 financial performance

AVERAGE INVESTMENT ASSETS (\$BN)



Value of assets managed by Life

Driven by Life book growth in FY25

NORMALISED NPAT⁴ (\$M)



Preferred measure of business performance

FY25 earnings driven by margin expansion

1. The word ‘guaranteed’ means payments are guaranteed by CLC from assets of either its relevant statutory fund or shareholder fund.
 2. Plan for Life - March 2025 - based on annuities under administration.
 3. Plan For Life awards have been rolled into the Money Magazine Awards from 2024. In 2023, Challenger won Plan for Life’s ‘Overall Longevity Cover Excellence Award’ for a fifth consecutive year.
 4. Normalised net profit after tax (NPAT).

Building relationships across the retirement market

Strengthening relationships with superannuation funds, wealth managers and platforms to deliver retirement plans

Challenger had a successful year establishing retirement income partnerships with superannuation funds and platforms.

As the largest provider of longevity protection with decades of experience, Challenger is well-placed to support superannuation funds develop their retirement income propositions, a requirement under the Retirement Income Covenant.

In July 2025, Challenger and TAL were selected by MLC, part of Insignia Financial (ASX:IFL), to deliver a Centre of Excellence for MLC Retirement Boost - a new innovative retirement income solution.

MLC Retirement Boost operates like a standard superannuation account but has the potential to allow Australians to boost income during retirement due to the concessional treatment of innovative lifetime income streams. MLC Retirement Boost will be available for advisers from August 2025 on the MLC Expand investment administration platform.

In April 2025, Challenger announced a new partnership with NGS Super (NGS) to provide a longevity solution to help meet its members' needs in retirement. From 2026, Challenger's lifetime income solution will form part of NGS's broader Retirement Income Strategy and will be blended with its existing account-based pension, providing its members guaranteed, regular income for life.

In May 2024, Challenger was selected as the sole external lifetime annuity provider on UniSuper's APL, with Challenger's Liquid Lifetime annuity being made available to advised members in early FY25.

Enhanced Challenger's brand and retirement credentials

Leveraging our brand strength as the 'go-to' in retirement

In FY24, Challenger launched its new sponsorship strategy, partnering with the Professional Golfers' Association of Australia (PGA) and Melbourne International Flower and Garden Show. These partnerships are designed to enhance Challenger's brand and showcase Challenger's retirement credentials.

Adviser awareness of Challenger's PGA partnership has doubled in the last six months, providing a significant opportunity for Challenger to leverage its brand strength as the 'go-to' in retirement and connect with golf fans, a sport of choice for those aged 45 and over, which is Challenger's target market.

Committed to further enhancing the brand, Challenger unveiled its new television commercial 'Life. Well Lived.' in October 2024, which captures and celebrates the ease and joy that comes from having financial security in retirement.

In FY25, Challenger launched its new public website to align with Challenger's new contemporary branding and ensure the business is well positioned ahead of the launch of Life's re-platformed customer registry and technology.



Funds Management business



“Funds Management delivered a strong performance in FY25. We expanded our leading range of investment strategies and are seeing the benefits of our asset origination platform that is delivering higher yield for the Life balance sheet.”

Victor Rodriguez
Chief Executive, Funds Management

Funds Management focuses on wealth accumulation, predominantly in the pre-retirement phase of superannuation, through supporting customers to build savings by providing contemporary investment strategies and products that seek to deliver superior investment returns.

Funds Management is one of Australia’s largest active fund managers¹ with funds under management (FUM) of \$113 billion, which has grown almost six-fold over the last 15 years (up from \$20 billion in 2010).

Funds Management comprises Fidante and Challenger Investment Management (Challenger IM), with operations in Australia, the United Kingdom, Europe and Japan.

Fidante’s business model involves taking minority equity interests in separately branded affiliate funds management firms, with Challenger providing distribution services and business support, leaving investment managers to focus entirely on managing investment portfolios.

Fidante has been successful in attracting and building active equity, active fixed income and alternative investment managers, while also maintaining strong investment performance.

Fidante is focused on broadening its product and investment offering, which includes partnering with best-in-class managers, and accessing new distribution channels.

Challenger IM is one of Australia’s largest fixed income originators specialising in public and private credit markets. Since 2005, Challenger IM has been a leader in investment excellence, operating through different market cycles with strong credit underwriting.

Challenger IM manages investments on behalf of Challenger Life and institutional and retail investors across a range of strategies focused on generating consistent income while managing capital volatility.

Funds Management continues to innovate, with Fidante adding new alternative investment strategies to meet growing client demand and Challenger IM broadening its range of income solutions to meet the different needs of customers approaching or in retirement.

Funds Management’s 2025 financial performance

AVERAGE FUNDS UNDER MANAGEMENT (\$BN)



Value of assets managed

Average FUM up 12% reflects positive market movements across FY24 and FY25

FUNDS MANAGEMENT NPAT² (\$M)



Preferred measure of business performance

Strong earnings reflect income growth and lower expenses

1. Calculated from Rainmaker Roundup, March 2025.
2. Normalised net profit after tax (NPAT).

Celebrating 20 years of excellence in credit investing

Challenger's highly regarded asset origination platform, Challenger Investment Management (Challenger IM), has been an active investor in public and private credit markets



\$16bn

Fixed income portfolio¹

\$6bn

In private credit²

Since 2005, Challenger IM has been an active investor in public and private credit markets, managing over \$16 billion¹ in fixed income assets and delivering strong, risk-adjusted returns through disciplined and innovative investment strategies.

1. As at 30 June 2025 and excludes ~\$0.8bn of FUM relating to Japanese real estate holdings managed by Challenger Kabushiki Kaisha (CKK).

2. As at 30 June 2025.

Challenger IM manages fixed income investments for Challenger's own balance sheet along with a wide range of institutional, wholesale, and retail investors. It has established a series of high-performing third-party funds and mandates across diverse credit strategies. In FY25, Challenger IM's third-party funds' FUM reached \$2.5 billion (up 150% from FY22) with retail take-up of the offerings doubling since FY22, highlighting our funds' strong performance.

Challenger is well placed to benefit from the growing demand for private credit. As part of its wider private credit capabilities, Challenger has established a platform that will help originate large scalable pools of whole loans for Challenger Life and institutional investors. Challenger IM has also established a loan servicing business that will service pools of existing mortgages, which will enhance its private loan investment capabilities.

The acquisition of a NZ\$560 million book of residential mortgages in December 2024 represents a compelling investment opportunity with New Zealand prime and near-prime residential loans offering attractive risk-adjusted returns. Challenger IM has a long track record in whole loan investments in New Zealand dating back to 2017.

Innovative and expanded offering

Challenger is expanding its offerings to meet client demand

Challenger is also broadening its range of high-quality income solutions from guaranteed to non-guaranteed solutions to meet the different income needs of customers approaching or in retirement.

In August 2025, Challenger announced that it is launching a new and innovative listed income platform that will issue ASX listed, unsecured income notes.

Challenger IM Listed Floating Rate Term Securities (Challenger IM LiFTS) is an ASX listed floating rates note backed by a portfolio of public and private credit. Designed to be issued periodically,

it combines the features of a fixed-income investment with the accessibility of a listed security in a fixed term structure.

Challenger IM LiFTS offers a fixed term of seven years (callable after six years), monthly interest payments, and daily liquidity via the ASX. It pays an interest rate of 1M BBSW + 2.75% per annum and includes a first-loss buffer, designed to provide additional credit enhancement to Noteholders. The underlying portfolio comprises more than 100 credit exposures across private and public markets, with limits on individual positions and industry concentrations to support diversification.

Challenger IM LiFTS marks a significant step in Challenger's strategy to broaden access to income-generating investments and expand its presence in the listed debt market.



Sustainability

Providing customers with financial security for a better retirement is at the core of our business. To help deliver on this, we seek to invest responsibly, support the financial resilience of our customers and communities, do the right thing by our customers, people, shareholders and environment and advocate for the financial security of retirees.

Through our contemporary and unique business, we support customers throughout their working lives and retirement, helping to provide them with financial security for a better retirement.

Challenger Life is the country's largest guaranteed retirement income business. We provide customers with reliable and secure income streams, for either a fixed term or for life, ensuring they have financial peace of mind throughout their retirement.

Our Funds Management business is one of Australia's largest active managers and helps clients save for retirement through a range of growth and income strategies. Fidante, our multi affiliate platform and Challenger Investment Management provide customers with high quality and superior returning investment products.

Our Sustainability Strategy

Challenger's sustainability strategy reflects our most material social, environmental and governance opportunities.



Progressing our ESG journey

In FY25, Challenger continued to make progress in addressing our most significant environment, social and governance (ESG) risks and opportunities across the four pillars of our sustainability strategy.

Operational emissions reduction plan

We recognise our operational impact on the environment and achieved net zero across our Scope 1 and 2 emissions for the first time.

Policy advocacy

We are strong advocates of reforms and policy settings that contribute to a stronger retirement income system. This year, we participated in a range of activities advocating for reforms that will help provide Australians with financial security in retirement.

Climate risk work program

We implemented a cross functional climate risk work program to deliver Challenger's climate risk and opportunities framework. This will inform our longer term ESG priorities and strategy and reflects our commitment to meeting client and community expectations. The program will also help strengthen our sustainability disclosures as we prepare for Australia's mandatory climate disclosure regime.

Building a high-performing, diverse and inclusive team

Our people are the bedrock of our organisation and will drive our long-term success. Our employee value proposition (EVP) reflects this commitment, including support for our team's professional growth and development. We recognise the benefits that a diverse team brings and met our gender diversity targets across the business, including both management and Board.

Supporting our communities

We continue to support a range of organisations that make a positive impact on local communities, including strengthening our community partnerships with Women Up North and FoodLab Sydney.



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Challenger's materiality assessment

Challenger assesses its material sustainability issues on an annual basis to help identify the ESG topics with the most potential impact to our business and stakeholders, including our customers and clients, advisers, people, shareholders and investors.

In 2025, Challenger conducted a desktop assessment. This builds on the comprehensive materiality assessment undertaken in the previous year to identify the issues of most significance to our stakeholders and the evolving operating environment.

The desktop review concluded that the ten material topics identified in FY24 continued to reflect the issues of most relevance to our business and operating environment, with a minor amendment - the 'digital technology and innovation' material topic has been expanded to include Artificial Intelligence as detailed on the next page.

Sustainable Development Goals

We recognise the role that organisations like Challenger can play in aligning and contributing to the delivery of the Sustainable Development Goals, 17 goals that create a blueprint for achieving a more sustainable future by 2030.

Challenger believes that we have the greatest impact through our business activities on the five goals below, informed by an assessment of the goals against our material topics and the policies, processes and initiatives that we have in place, as well as how our strategy, products and customer focus align to the fulfilment of the SDGs.



Gender equality



Decent work and economic growth



Reduce inequalities



Climate Action



Partnerships for the goals



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Our 10 most material topics



Sustainable retirement income system and adequacy

- › Designing products with the wellbeing of individuals in mind and contributing to discussions that improve the sustainability of Australia's retirement income system.



Customer experience

- › How we're building a customer-centric business.
- › Delivering a high-quality service to customers, improving processes, and responding to customer feedback.



Representation of products and investment strategies

- › Acting in customers' best interests, including transparency, accuracy, and clarity of marketing statements, advertising, and labelling of products and investment strategies.



Digital technology, AI and innovation

- › Using digital technology and AI responsibly and driving innovation to make it easier to do business with us.



Data privacy, cyber security and AI

- › Strengthening our cyber security capabilities to protect our business and customers and minimise the risk of evolving threats.



Employee wellbeing, diversity and inclusion

- › Promoting a diverse and inclusive workplace, in a psychologically safe and fair environment.
- › Expectation that our people act in line with our IACT values.



Talent development

- › Attracting and retaining leading talent and supporting our people to realise their full potential, which is key to how we can create value for customers and shareholders.



Accountable and transparent business

- › Maintaining high standards of corporate governance, conduct and compliance, as well as how we manage risks surrounding ethical conduct of business.



Investing responsibly

- › Incorporating ESG considerations into our investment process to drive long term value and engaging with companies to improve their ESG performance where we can make a difference.



Climate change

- › How Challenger identifies and manages climate related risks and opportunities through its investment decisions and own operations.

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Board of Directors¹



Nick Hamilton
Managing Director and
Chief Executive Officer

Nick was appointed Managing Director and CEO of Challenger Limited in January 2022 and has previously held a number of senior executive roles at Challenger since joining in 2015, including Chief Executive, Funds Management.



Duncan West
Independent Non-Executive
Director and Chair

Duncan has been the independent Chair since October 2022 and an independent Non-Executive Director since 2018. Duncan is Chair of the Independent and Related Party Committee and the Nomination Committee and a member of the Group Audit Committee, Group Risk Committee and Group People and Remuneration Committee.



Lisa Gray
Independent Non-Executive
Director

Lisa has been an independent Non-Executive Director since 2023 and is a member of the Group Audit Committee, Group Risk Committee (commenced as Chair on 1 July 2025), Independent and Related Party Committee and Nomination Committee.



John M. Green
Independent Non-Executive
Director

John has been an independent Non-Executive Director since 2017 and is a member of the Group Audit Committee, Group Risk Committee, Group People and Remuneration Committee, Independent and Related Party Committee and Nomination Committee.



Masahiko Kobayashi
Non-Executive Director

Masahiko became a Non-Executive Director in 2019 and is a member of the Nomination Committee.



Dr Heather Smith
Independent Non-Executive Director

Heather has been an independent Non-Executive Director since January 2021 and is the Chair of the Group Audit Committee and a member of the Group Risk Committee, Group People and Remuneration Committee, Independent and Related Party Committee and Nomination Committee.



John Somerville
Independent Non-Executive Director

John has been an independent Non-Executive Director since June 2025 and is a member of the Group Audit Committee, Group Risk Committee, Independent and Related Party Committee and Nomination Committee.



Joanne Stephenson
Former Independent Non-Executive
Director (resigned 30 June 2025)

Former Chair of the Group People and Remuneration Committee. Former Member of the Group Audit Committee, Group Risk Committee, Independent and Related Party Committee and Nomination Committee.



David Whittle
Independent Non-Executive
Director

David has been an independent Non-Executive Director since June 2025 and is a member of the Group Audit Committee, Group Risk Committee, Independent and Related Party Committee and Nomination Committee.



Melanie Willis
Independent Non-Executive
Director

Melanie has been an independent Non-Executive Director since 2017 and is Chair of the Group Risk Committee (until 30 June 2025) and a member of the Group Audit Committee, Independent and Related Party Committee and Nomination Committee. Ms Willis was appointed Chair of the Group People and Remuneration Committee on 1 July 2025.

1. As at 30 June 2025.

Leadership Team¹



Nick Hamilton
Managing Director and
Chief Executive Officer

Nick was appointed Managing Director and CEO of Challenger Limited in January 2022 and has previously held a number of senior executive roles at Challenger since joining in 2015, including Chief Executive, Funds Management.



Alex Bell
Chief Financial Officer

Alex was appointed Chief Financial Officer (CFO) in December 2022, having previously held a number of senior roles at Challenger including Group Deputy CFO and CFO, Funds Management. Alex was previously a Partner in KPMG's CFO Advisory Practice and has extensive experience across life insurance and wealth management.



Anton Kapel
Chief Executive, Life and Solutions

Anton was appointed Chief Executive, Insurance in July 2025, having previously held the roles of Chief Executive, Life and Solutions, and Challenger Life's Chief Financial Officer and Appointed Actuary. Prior to joining Challenger in 2018, Anton held a Chief Actuary role following a 20-year consulting career.



Stuart Kingham
Chief Commercial Officer

Stuart was appointed Chief Commercial Officer in January 2022. Stuart has held a number of senior roles since joining Challenger in 2012, including Head of Investor Relations, and Acting Chief Executive, Customer. Stuart began his career as a Chartered Accountant, working in investment banking and senior finance roles in Australia and the United Kingdom.



Mandy Mannix
Chief Executive, Customer

Mandy joined Challenger in November 2022 as Chief Executive, Customer. Prior to this, Mandy was General Manager, Asset Management Distribution at MLC Wealth. Mandy has also held senior roles in Australia and London at BMO Global Asset Management, CQS UK, Nomura, and Merrill Lynch Investment Managers (now BlackRock).



Chris Plater
Chief Risk Officer

Chris was appointed Chief Risk Officer in May 2024. Chris joined Challenger in 2003 and has held a number of key leadership roles across the business including CEO of the Joint Venture between Challenger and Apollo; Deputy CEO; Chief Executive, Technology and Operations; and Chief Executive of Challenger Life Company Limited.



Louise Roche
Chief Human Resources Officer

Louise joined Challenger in 2019 and was appointed Chief Human Resources Officer in January 2022. Prior to this, Louise was General Manager, Human Resources.



Victor Rodriguez
Chief Executive, Funds Management

Victor was appointed Chief Executive, Funds Management in August 2022 following five years as Head of Fixed Income within the Challenger Investment Management business. Prior to Challenger, Victor held investment leadership roles at Aberdeen Asset Management in Singapore and Australia, and Credit Suisse Asset Management.

1. As at 30 June 2025.

Our history

For personal use only

<p>1987</p> <p>Challenger International Limited listed on the ASX</p>	<p>1985</p> <p>Challenger International Limited established</p>
<p>1997</p> <p>Challenger enters annuities market following acquisition of Equity Life Limited</p>	<p>1992</p> <p>Australia's compulsory superannuation system began</p>
<p>2009</p> <p>Strategy refocused on retirement savings (Funds Management business) and retirement spending (Life business)</p>	<p>2003</p> <p>Merger between Challenger International and CPH Investment Corporation</p> <p>Name changed to Challenger Financial Services Group Limited</p>
<p>2014</p> <p>Equity raised and Challenger Capital Notes (CGFPA) issued</p>	<p>2010</p> <p>Name changed to Challenger Limited</p> <p>Group assets under management of \$24bn</p>
<p>2017</p> <p>Annuity relationship with MS Primary established</p> <p>Challenger Capital Notes 2 (CGFPB) issued</p>	<p>2015</p> <p>Fidante Partners Europe established</p>
<p>2019</p> <p>Expanded strategic relationship with MS&AD to commence reinsurance of US dollar annuities 1 July 2019</p>	<p>2018</p> <p>Strategic relationship established and equity investment by MS&AD Insurance Group Holdings Inc. (MS&AD)</p>
<p>2021</p> <p>Challenger Capital Notes 3 (CGFPC) issued</p>	<p>2020</p> <p>Equity raised to further strengthen capital position</p> <p>Group assets under management \$85bn</p>
<p>2023</p> <p>Challenger Capital Notes 4 (CGFPD) issued</p>	<p>2022</p> <p>Group assets under management \$99bn</p>
<p>2025</p> <p>Equity investment by TAL Dai-ichi Life Australia Pty Limited</p> <p>Group assets under management \$124bn</p>	<p>2024</p> <p>Extended strategic relationship with MS&AD for a further five years and commenced reinsurance of Japanese yen denominated annuities</p> <p>Accenture appointed as long-term technology partner</p> <p>State Street appointed as partner to provide investment administration and custody services</p>

Additional information

Principal place of business and registered office in Australia

Level 2
5 Martin Place
Sydney NSW 2000
Investors and advisers: 13 35 66
Overseas: +612 9994 7000

Company Secretary

Linda Matthews

Website

→ challenger.com.au

Manage your shareholding at Computershare Investor Services

Computershare Investor Services
Pty Limited

Level 4
44 Martin Place
Sydney NSW 2000

Telephone: 1800 780 782 (within Australia)
+61 3 9415 4065 (outside Australia)

Go electronic

Challenger can deliver all of your shareholder communications electronically, by updating your details via Computershare Investor Services.

→ computershare.com.au

Unless otherwise specified, all amounts are in Australian dollars.

The information, including all amounts, in this Annual Review are current as at 30 June 2025, and unless stated otherwise, any comparison is based on the prior corresponding period.

This Annual Review is not financial product advice, investment advice or a recommendation to acquire Challenger's securities and has been prepared without taking into account your objectives, financial situation or needs. This document is not, and should not be considered as, an offer or an invitation to acquire securities in Challenger or any other financial products.