

Challenger Limited Investor Day







*Providing our customers with
financial security for a better
retirement*

17 June 2021



Overview

Providing customers with financial security for a better retirement

9:00 – 9:20		Corporate strategy and business update Richard Howes – Managing Director and Chief Executive Officer	3
9:20 – 10:00		Life Angela Murphy – Chief Executive, Life	12
10:00 – 10:20		Funds Management Nick Hamilton – Chief Executive, Funds Management	27
10:20 – 10:30		Break	
10:30 – 10:50		Bank Michael Vardanega – Head of Bank Transition	35
10:50 – 11:00		Operations and Technology Chris Plater – Chief Executive, Operations and Technology	42
11.00 – 12:00		Outlook, wrap up and Q&A session Richard Howes – Managing Director and Chief Executive Officer	48

Corporate strategy and business update

Richard Howes
Managing Director and
Chief Executive Officer



Key points

Challenger well positioned for growth

Corporate strategy

Our purpose is to provide customers with financial security for a better retirement

Maintain strong capital position

Enhanced settings aligned with purpose of providing financial security

Group ROE target

ROE target adjusted to reflect enhanced capital settings

Maintaining high employee engagement and progressing ESG

Ongoing focus on flexibility, wellbeing and sustainability initiatives

Corporate strategy

Our purpose is to provide customers with financial security for a better retirement

Our vision statements



Customers

By 2030 we will provide 1 in 5 Australian retirees with improved financial outcomes as consumers of Challenger products, and be the partner of choice for institutions and advisers.



Community

Champion financial security for retirement, providing financial help and education, advocating for constructive public policies and leading by example with responsible business practices.



Employees

Bring together a diverse group of top talent, inspired by our purpose, with strong culture and capabilities to deliver shared success.



Shareholders

Build resilient long-term shareholder value, leveraging the capabilities of the group to achieve compelling returns.

Strategic priorities

Broaden customer access across multiple channels

Expand range of financial products and services for a better retirement

Leverage the combined capabilities of the group

Strengthen resilience and sustainability of Challenger

Provide customers with financial security for a better retirement

Complementary businesses extending customer and product reach

**FUNDS
MANAGEMENT**



High alpha across all capabilities
Equities, alternatives, real assets, fixed income

BANK



Term deposits and future product innovation opportunities
Platform to access direct customers

LIFE



Annuities – term, lifetime, aged care
Institutional investment and retirement solutions

**Saving for
retirement**

**Spending for
retirement**

Starting out



Working



Paying off debt



Accumulating
wealth



Starting
retirement



Travelling



Downsizing



Aged care



2021 Investor Day – Corporate strategy and business update

Challenger well positioned for growth

Industry and market dynamics



High growth market

world class savings system

- Attractive superannuation system with long-term structural drivers
- Market leading positions in retirement income and active management



Supportive regulatory environment

retirement phase being enhanced

- RIR¹ supportive and Retirement Income Covenant² progressing
- Supporting clients with designing retirement income solutions



Adviser disruption

concentrated on retail advice

- Sales diversification strategy, inc. Japan, IFAs³, institutional and direct
- Extending customer and product reach with Bank acquisition



Evolving market conditions

market leading investment capability

- Relative value investor with strong risk management
- Superior fixed income capability

1. Retirement Income Review (RIR), source: <https://treasury.gov.au/publication/p2020-100554>

2. The covenant will codify the requirements and obligations for superannuation trustees to consider the retirement income needs of their members, expanding individuals' choice of retirement income products and improving standards of living in retirement, source: <https://treasury.gov.au/consultation/c2018-t285219>

3. Independent Financial Advisers (IFAs).

Maintain strong capital position

Enhanced settings aligned with purpose of providing financial security

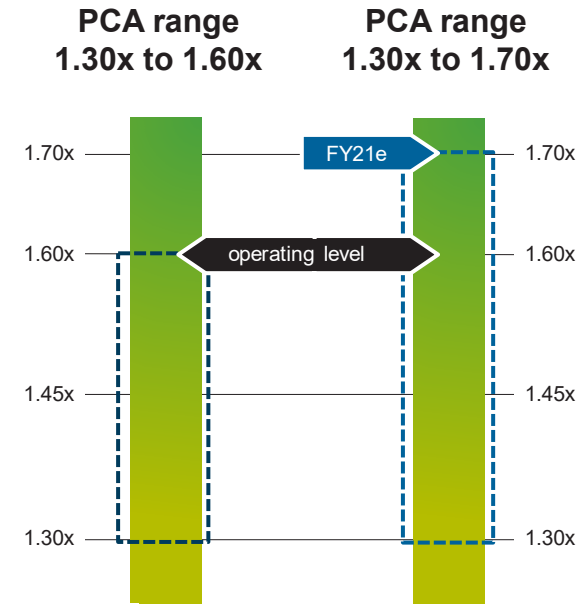
Maintaining prudent capital settings

- Increased flexibility for investment market volatility
- Reduced risk of locking in negative investment experience during significant market shocks

Target to operate around 1.60x PCA ratio¹

Extending PCA ratio¹ range

- Aligns with purpose and larger customer franchise
- Extending PCA ratio range – 1.30x to 1.70x² (from 1.30x to 1.60x)



1. The PCA ratio represents the 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 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.

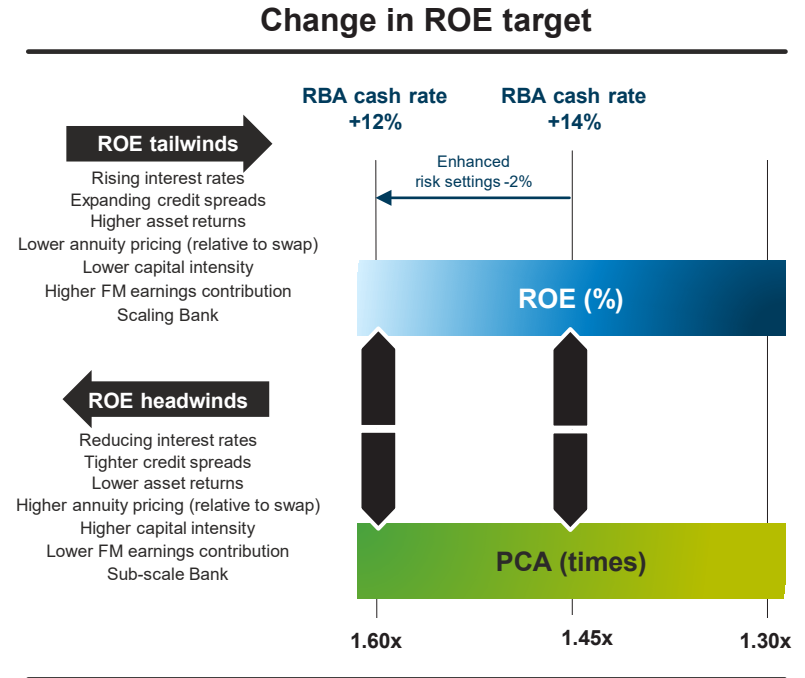
Group ROE target

Focus on risk adjusted returns

From FY22 ROE target adjusted to RBA cash rate +12%

ROE target reflects enhanced risk settings

- PCA ratio¹ now set at 1.60x up from 1.45x (mid point of previous 1.30x to 1.60x range)
- Enhanced risk settings reduces ROE by ~2%
- ROE target adjusted to reflect enhanced capital settings
- ROE pre-tax target – RBA cash rate +12%
- Consistent with current Life ROE



Executive team

Stable and experienced team focused on delivering strategy



Richard Howes

Managing Director and Chief Executive Officer

Years of financial services experience: 28
Years at Challenger: 18



Angela Murphy

Chief Executive, Life

Years of financial services experience: 20
Years at Challenger: 9



Nick Hamilton

Chief Executive, Funds Management

Years of financial services experience: 20
Years at Challenger: 6



Michael Vardanega

Head of Bank Transition

Years of financial services experience: 21
Years at Challenger: 16

New to Challenger



Rachel Grimes

Chief Financial Officer

Years of financial services experience: 30
Joined Challenger: 2021



Chris Plater

Chief Executive, Operations and Technology

Years of financial services experience: 27
Years at Challenger: 18



Michelle Taylor

Chief Executive, People, Corporate Affairs & Sustainability

Years of financial services experience: 8
Years at Challenger: 5



Tony Bofinger

Chief Risk Officer

Years of financial services experience: 32
Years at Challenger: 17

2021 Investor Day – Corporate strategy and business update

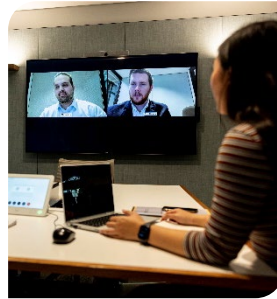
Maintaining high employee engagement and progressing ESG

Ongoing focus on flexibility, wellbeing and sustainability initiatives

85%

Sustainable engagement¹

Equal to global high performing norm



Supporting flexible working & employee wellbeing

- Outstanding employee engagement
- Supporting flexible working
- Prioritising employee wellbeing
- Recognised as employer of choice for gender equality²

94%

Diversity & Inclusion¹

12pts above global high performing norm



Progress implementing sustainability strategy

- Embedding ESG across Funds Management platform
- 'A' rating Principles for Responsible Investment³
- First phase of COTA NSW community partnership
- Commitment to effective climate change management

90%

Collaboration¹

5pts above global high performing norm

2021 Investor Day – Corporate strategy and business update

1. 2021 Willis Towers Watson employee engagement survey.

2. 2021 WGEA workplace gender equality report.

3. Principles for Responsible Investment 2020 assessment rating.

Life

Angela Murphy
Chief Executive, Life



Key points

Australia's leading retirement income business

Building a more resilient business

Platform for growth and business resilience

Responding to adviser disruption with sales diversification strategy

Retail sales now growing with excellent customer experience

Institutional an important growth driver

Providing clients with investment and retirement-based solutions

Index Plus returns inline with Group ROE target

Investing in profit-for-member fund relationships – pathway to comprehensive retirement solutions

Responding to challenging investment conditions

No significant change to asset allocation expected in FY22

Front book economics reflects current market conditions and aligns to Group ROE target

Superior fixed income capability supporting returns

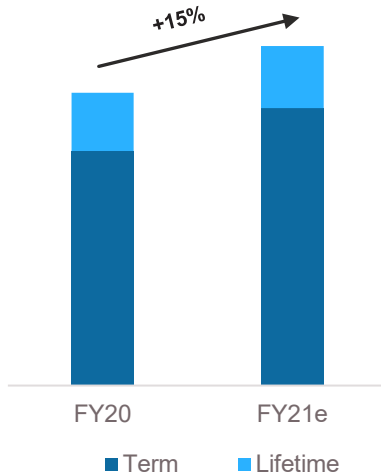
Platform for growth and business resilience

Responding to adviser disruption with sales diversification strategy
Retail sales now growing with excellent customer experience

Retail term and lifetime sales

Both term and lifetime sales growing

Domestic retail sales (\$m)



Excellent customer experience

35%

Net Promoter Score (%)^{1,2}

91%

Overall satisfaction with Challenger¹

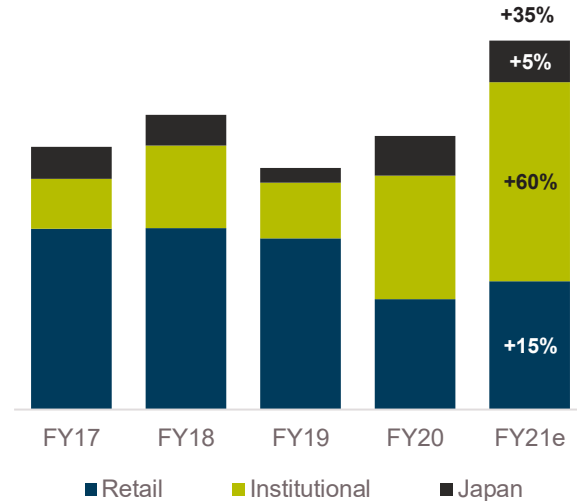
60%

Better experience than other financial institutions¹

Sales diversification strategy delivering

Growth across all key segments

Life sales (\$m)³



2021 Investor Day – Life

1. Fifth Quadrant, February 2021.

2. Net Promoter Score (NPS) amongst current customers is calculated by subtracting the percentage of detractors from promoters.

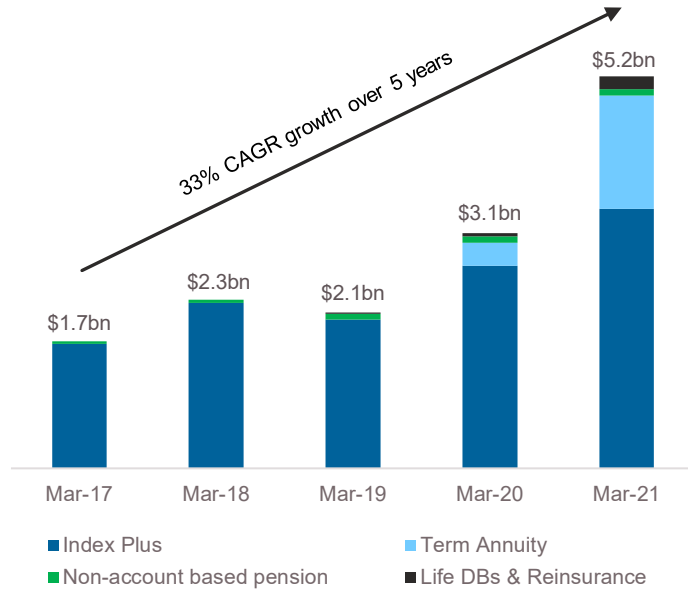
3. FY21e sales growth percentages rounded to the nearest 5%.

Institutional growth

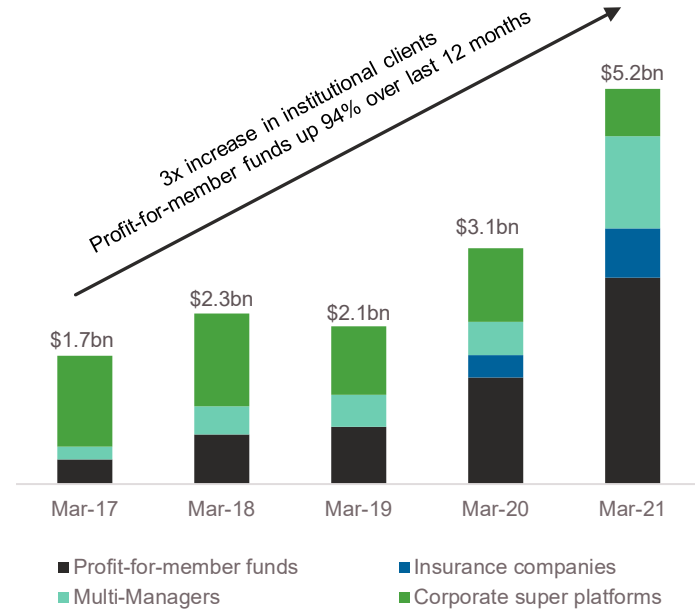
Growing and diversifying client base

Product reinvestments extending average tenor

Life institutional AUM by product (\$bn)



Life institutional AUM by customer (\$bn)



Institutional

Investment and retirement solutions-based approach

We enable our clients to execute their commercial and investment goals

Investment

Beta solutions



- Tailored index solutions
- Contractual alpha
- Zero management fees
- Zero tracking error

Income solutions



- Return enhancement
- Bond alternative
- Cashflow matching

Retirement

Retirement solutions



- Longevity hedging
- Sequencing risk control
- Decumulation strategy
- Product development





Defined Benefit solutions



- Liability de-risking
- Successor fund transfer
- Defeasing pension liabilities

Institutional

Evolving solutions providing clients flexibility

		Investment		Retirement	
		Beta solutions 	Income solutions 	Retirement solutions 	Defined Benefit solutions 
Solutions		Index Plus	Term Annuities	Retirement solution integration	Buy-in
			Term Deposits	Non-account based pension	Buy-out
			Fixed term reinsurance	Longevity swap Lifetime reinsurance	Successor fund transfer

Index Plus offering

Flexible solution delivering above benchmark returns

Key features



Contractual alpha

Guaranteed return above an agreed benchmark



Flexibility

Investment term and index selection



Strong counterparty

Highly capitalised and regulated provider



No management fees

Helps with management expense ratio

How Index Plus works



Step 1

Client invests into the Index Plus Fund (Fund)

The Fund then invests in eligible assets



Step 2

Challenger Life receives returns from the invested eligible assets



Step 3

Challenger Life pays the Fund a return of the agreed index, plus the excess return

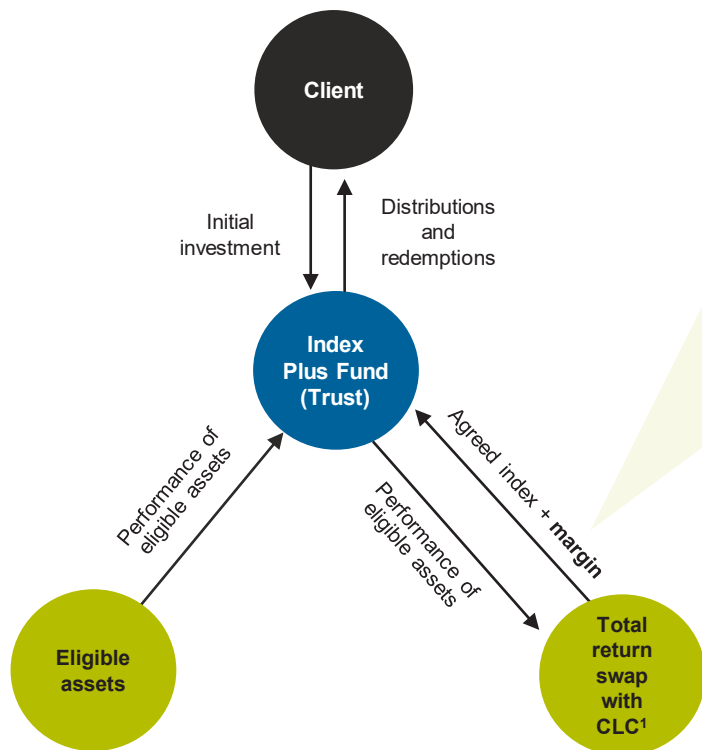


Step 4

The Fund pays the client the return of the index, plus the agreed excess return

Index Plus offering

Flexible solution delivering above benchmark returns



Flexibility to choose from a range of indices

Indices used by clients	% of Index Plus AUM
Equity indices	35%
Inflation and CPI	31%
Government and Treasury	28%
Cash and other fixed income	6%

Exposure to underlying index hedged by Challenger with global investment bank

Index Plus returns

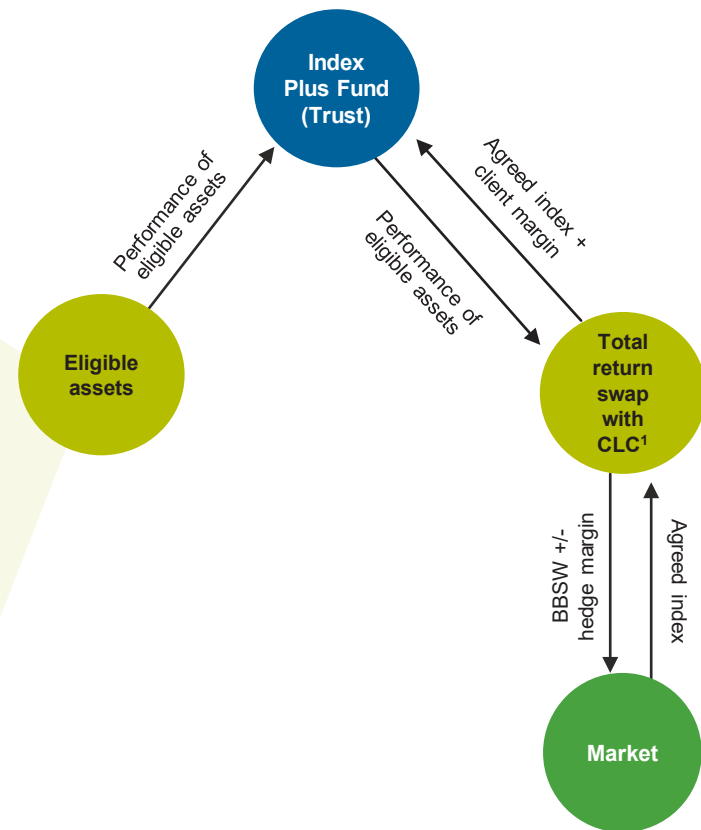
Life ROE inline with Group target

Eligible assets determines Life COE margin

How eligible assets are invested determines capital intensity and COE¹ margin but does not impact ROE

Illustrative Index Plus returns

Product options	Fixed Term	Daily Liquid	Fixed Term Enhanced
Eligible assets	IG bonds	IG bonds	Term annuities
Excess margin above specified index	Low	Lowest	High
Life capital intensity	Low	Lowest	Similar to term annuity
Life COE ¹ margin	Low	Lowest	Similar to term annuity
Life ROE	In-line with Group ROE target		
FY21 sales mix ²	32%	18%	50%



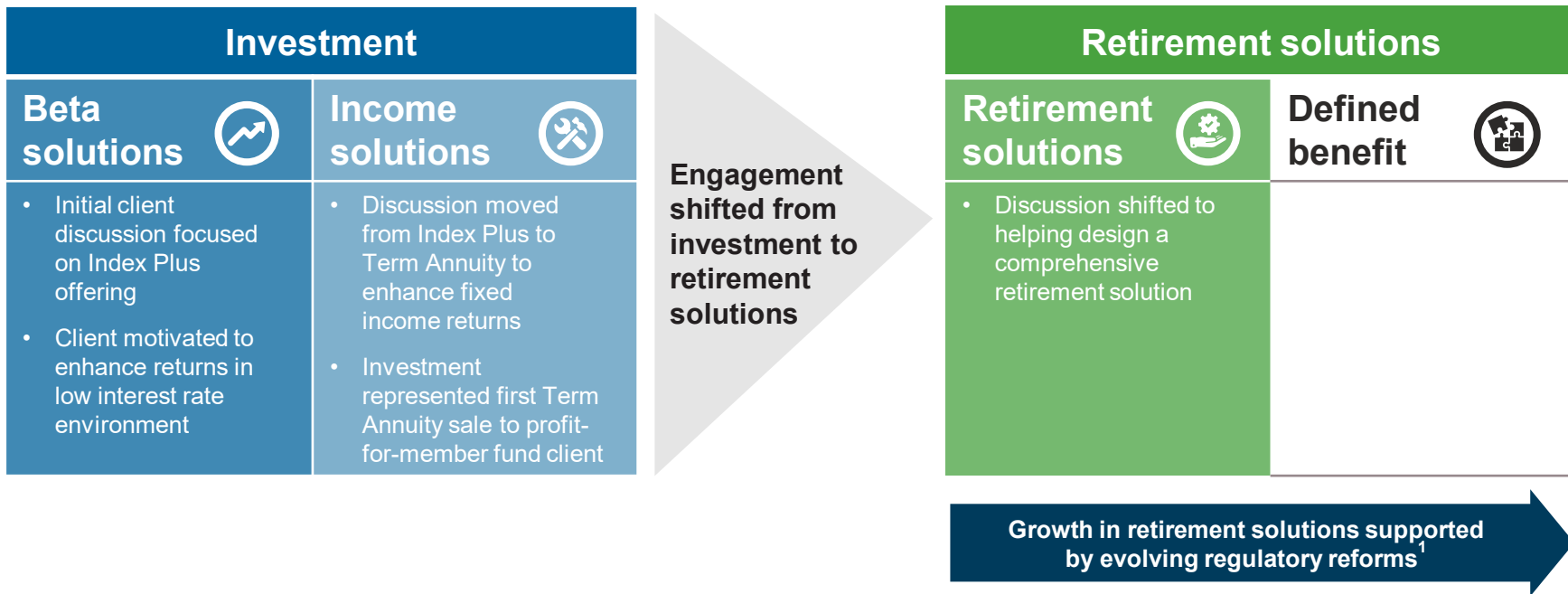
2021 Investor Day – Life

1. Life Cash Operating Earnings (COE).
 2. FY21 Index Plus sales mix YTD to March 2021.

Institutional opportunity

Investing in new partnerships to help achieve 2030 customer vision
 Clients developing comprehensive retirement solutions

Case study: Major profit-for-member super fund institutional client

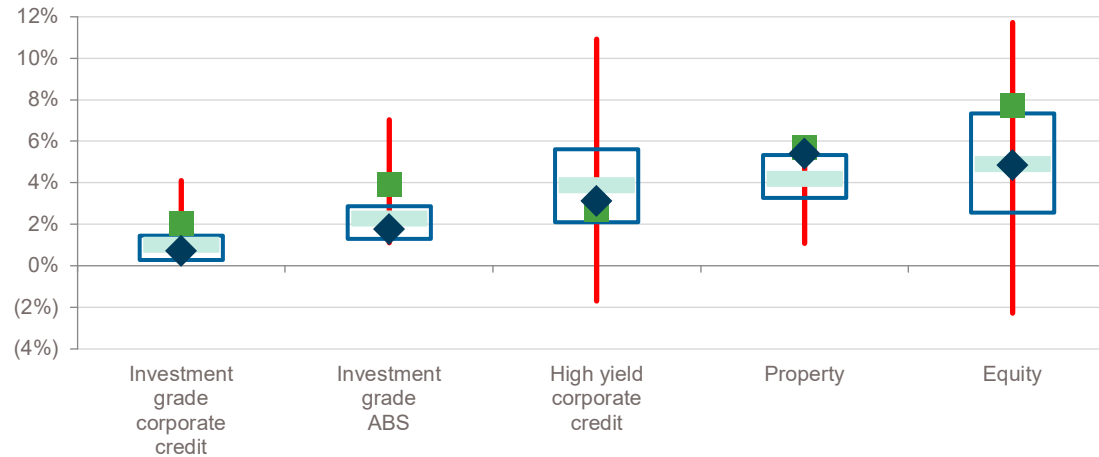


1. Super funds preparing for Retirement Income Covenant – currently scheduled to commence 1 July 2022.

Investment portfolio – Asset risk premium update

Significant contraction in fixed income investment grade risk premiums

Asset risk premiums¹



Indicative capital charge	Investment grade corporate credit	Investment grade ABS	High yield corporate credit	Property	Equity
	<5%	<5%	~15%	~30%	~40%

- 31 May 2020
- ◆ 31 May 2021
- Average
- +/- 1 Standard Deviation (SD)
- | Historical range

Asset premiums

- Relative to prevailing interest rates and excludes illiquidity premiums
- Fixed income IG² – significant contraction over last year and below average
- High yield credit – slightly below average
- Property – above long-term average
- Equity – significant contraction over last year and in line with average

Capital intensity

- Reflects current economic and market conditions
- Increase in some asset classes

2021 Investor Day – Life

1. Expected asset risk premium represents expected asset return relative to the prevailing swap rate. Challenger estimates based on external data as at May 2021.
 2. Investment Grade (IG) represents BBB- credits and above.

Relative value and investment portfolio

No significant change to asset allocation expected in FY22

Fixed income 77%

Current portfolio

- ~\$2bn of liquids deployed over FY21
- Credit defaults remain low

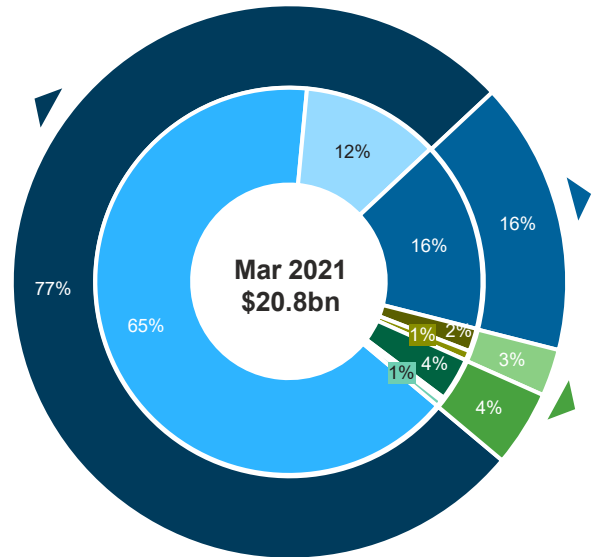
FY22 investment opportunities

- Reducing IG¹ corporate credit
- Increasing ABS (domestic & offshore)
- Appetite for high yield corporate credit
- Continue to target IG¹ above 75% (currently 85%²)

Capital intensity³

- Broadly stable at
 - IG¹ 4%
 - High yield 12%

Life AUM allocation



- Fixed income - IG, 65%
- Fixed income - High yield, 12%
- Property, 16%
- Equity, 2%
- Infrastructure, 1%
- Absolute return funds, 4%
- Life Insurance, 1%

Property 16%

Current portfolio

- Office (~51%⁴ of income) - Defensive portfolio with 61%⁴ leased to Government
- Retail (~42%⁴ of income) - Remained resilient

FY22 investment opportunities

- Slight reduction

Capital intensity³

- Broadly stable at 30%

Equity & Infrastructure Alternatives 7%

Current portfolio

- Provides liquid capital
- Continues to provide strong diversification

Capital intensity³

- 38% (from 30%) driven by lower dividend yields

2021 Investor Day – Life

1. Investment Grade (IG) represents BBB- credits and above.

2. Investment Grade (IG) 85% as at 30 April 2021.

3. Average capital intensity represents Prescribed Capital Amount (PCA) divided by investment assets as at 30 April 2021 and compared to 30 June 2020.

4. Based on contractual rental income as at 31 December 2020.

Life front book economics

Reflects current market conditions

Illustrative example of current book economics (return on equity and asset return spread to liability funding)

Economics of new business based on current market conditions

Asset Class	Asset Allocation ¹	Total Return Assumption ²	Funding Cost ³	Asset Capital (1.60x PCA) ⁴	Normalised Return on Asset Capital ⁵	Normalised Return on CET1 ^{6,7}
Fixed income	77%	2.20%	1.0%	9.8%	13.4%	18.1%
Property	15%	5.90%	1.0%	47.2%	11.4%	15.0%
Equity, infrastructure & alternatives	8%	5.90%	1.0%	60.9%	9.0%	11.6%
Total	100%	3.05%	1.0%	19.5%	11.6%	15.3%
Expenses (as % of CET1) ⁸						(3.5%)
Normalised Return on CET1 after expenses						11.8%

Notes:

1. Asset Allocation based on FY22 expected portfolio mix.
2. Total Return Assumption represents total expected returns including illiquidity premiums and includes normalised growth assumptions.
3. Funding Cost of 1.0% represents a margin of 0.9% above cash rate (0.10%).
4. Asset Capital based on Prescribed Capital Amount plus target surplus of 0.60x PCA, representing preferred operating level within CLC's target PCA range.
5. Normalised Return on Asset Capital = (Total Return Assumption – Funding Cost * (1 - Asset Capital)) / Asset Capital.
6. Normalised Return on CET1 = (Normalised Return on Asset Capital – Cost of Regulatory Capital Debt * (1 - CET1 regulatory capital %)) / CET1 regulatory capital %, where:
 - Cost of Regulatory Capital Debt (3.7%) represents the cost of CLC's AT1 and T2 debt instruments which form part of CLC's regulatory capital base.
 - CET1 regulatory capital % represents the portion of CET1 relative to CLC's total regulatory capital base. The CET1 regulatory capital % was 67.6% at 30 April 2020.
7. Normalised Return on CET1 excludes other net assets of CLC and the benefit of other activities such as Life Risk business.
8. Expenses (as % of CET1) represents an allocation of Life's cost base to CLC's CET1.

- Represents economics of writing annuity business based on current market conditions
 - returns available
 - annuity pricing³

Fixed income returns

Superior capability

Track record of generating fixed income returns above benchmark



- Leveraging **breadth, scale and experience** across the broader fixed income platform
- **Highly diversified fixed income portfolio** invest across a wide range of asset classes and geographies (with focus on developed markets)
- **Well established pedigree in private markets through CIPAM:** outstanding track record extracting illiquidity premiums in performing credit
- **Strong risk discipline:** robust governance structure, with conservative credit risk limits
- **Liquid strategies:** use short term investment strategies while facilitating liquidity requirements

CLC ALM and Liquids	CIPAM Fixed Income	Independent Group Credit Risk Management
<p>Head of ALM and Liquids 30+ years</p> <p>Dedicated Liquids portfolio manager and team of 4 managing pricing, hedging and cashflow matching</p>	<p>Head of Fixed Income 25+ years</p> <p>Fixed Income Team 24 investment and asset management professionals</p>	<p>Head of Credit 25+ years</p> <p>Credit Risk Management Team 7 credit professionals</p>

Key points

Australia's leading retirement income business

Building a more resilient business

Platform for growth and business resilience

Responding to adviser disruption with sales diversification strategy

Retail sales now growing with excellent customer experience

Institutional an important growth driver

Providing clients with investment and retirement-based solutions

Index Plus returns inline with Group ROE target

Investing in profit-for-member fund relationships – pathway to comprehensive retirement solutions

Responding to challenging investment conditions

No significant change to asset allocation expected in FY22

Front book economics reflects current market conditions and aligns to Group ROE target

Superior fixed income capability supporting returns

Funds Management

Nick Hamilton
Chief Executive,
Funds Management



Key points

Fast growing high ROE business with strong business momentum

Proven funds management platform with foundations to provide ongoing growth

Expanding capability through partnerships with best-in-class managers

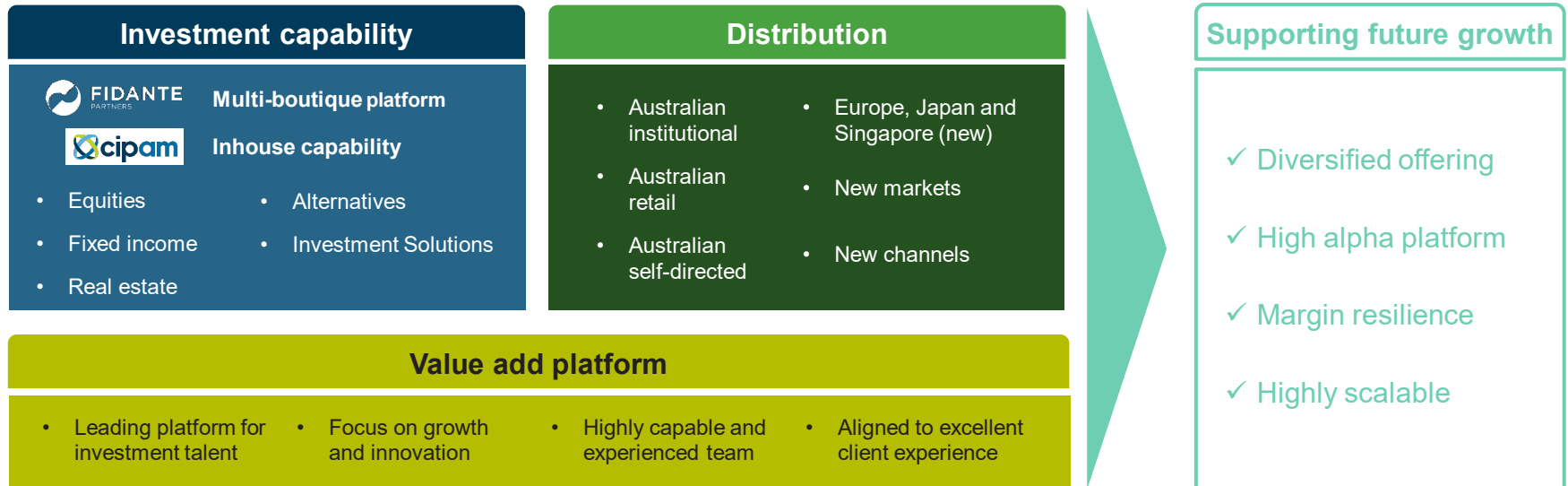
CIP Asset Management expanding distribution and product reach

Diversified client base and product offering

Funds Management

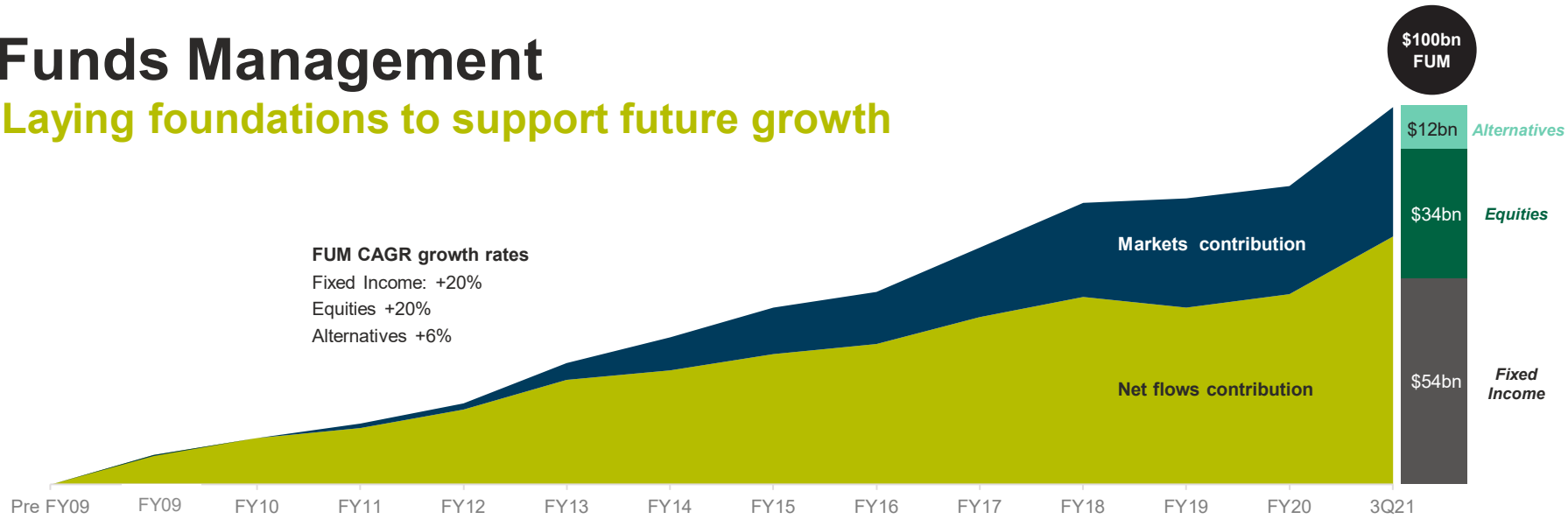
Proven platform positioned for ongoing growth

We deliver high-quality specialist investment capability, partnering with our clients to provide an outstanding experience and building our reputation as a trusted industry leader



Funds Management

Laying foundations to support future growth



FIDANTE

BUILD
high active boutique managers

PARTNER
with best-in-class capability

cipam

Greencape CAPITAL

ARDEA Investment Management

alphinity

Kapstream - JANUS HENDERSON -

MERLON CAPITAL PARTNERS

WaveStone CAPITAL

NOVAPORT CAPITAL

BENTHAM ASSET MANAGEMENT

WHITEHELM CAPITAL

Resonance Asset Management

CIP Credit Income Fund

CIP Multi-Sector Private Lending Fund

CIP Private Lending Opportunities Fund

AVENIR CAPITAL

LENNOX CAPITAL PARTNERS

eiger capital

IMPAX Asset Management

ARES | ARES AUSTRALIA MANAGEMENT

PROTERRA INVESTMENT PARTNERS

NOMURA

New emerging markets boutique

2021 Investor Day – Funds Management

Fidante Partners

Expanding capability through partnerships with best-in-class managers

- Partnering for strategies that are difficult to build
- Partners attracted to distribution capability
- Compelling economics for Fidante Partners

Partnerships

2019		Global alternative investment manager
2020		Leading private equity manager
2021		No.1 Japanese investment trust manager
2021		Global leader in Impact / ESG investing

Income strategies

Ares Investment Management – Global alternatives manager

- Specialist manager with over 20 years experience
- Credit, Private Equity, Real Estate
- A\$227 billion AUM¹
- >565 investment professionals and 25 global offices

Strategic joint venture – Ares Australia Management

Two products launched

Further product opportunities

Sustainability strategies

IMPAX Asset Management – Global leader in Impact / ESG

- Specialist manager with over 25 years experience
- Opportunities from transition to a more sustainable global economy
- A\$54 billion AUM¹
- 57 investment professionals and 3 global offices

Fidante exclusive Australia and New Zealand distribution

Domestic product opportunities

2021 Investor Day – Funds Management

1. As at 31 March 2021.

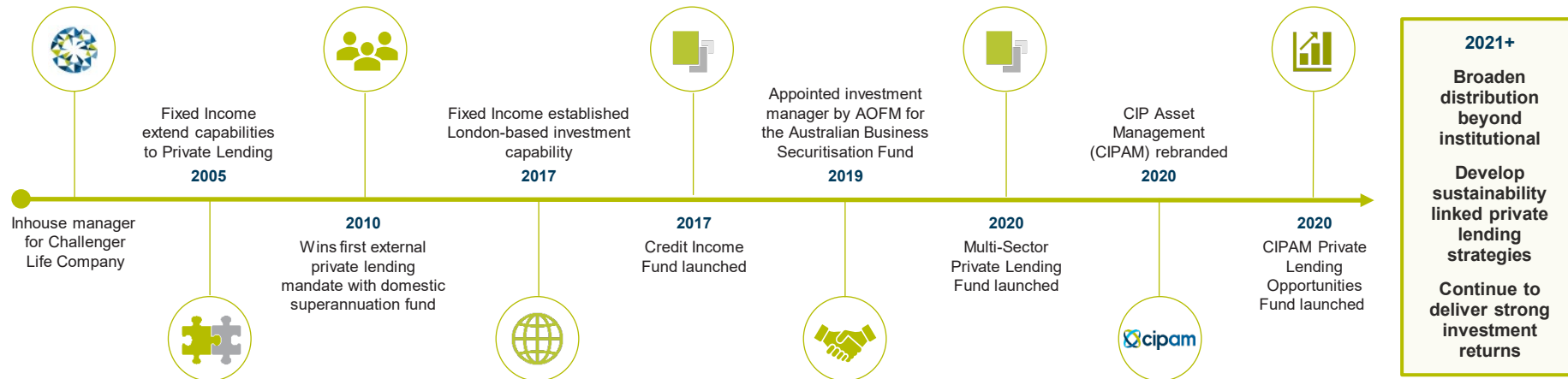
CIPAM fixed income capability

Expanding distribution and product reach

Fixed income \$16bn – 14% CAGR¹

- Three new products in 4 years – focused on cash +3% to cash +8%
- Market leader in domestic private lending – driving FUM growth
- CIPAM rebranded – targeting higher margin third party business

Evolution of CIPAM's fixed income capability



2021 Investor Day – Funds Management

1. CIPAM Fixed Income FUM CAGR over 5 years to 31 March 2021.

Funds Management

Diversified client base and product offering

Institutional
79%

- ~90% of top 50 Australian super funds are clients
- ~35% of institutional clients have 2 or more products
- >50% of clients have been with Fidante Partners for 8+ years
- ~93% outperformance of mandates over 3 year period

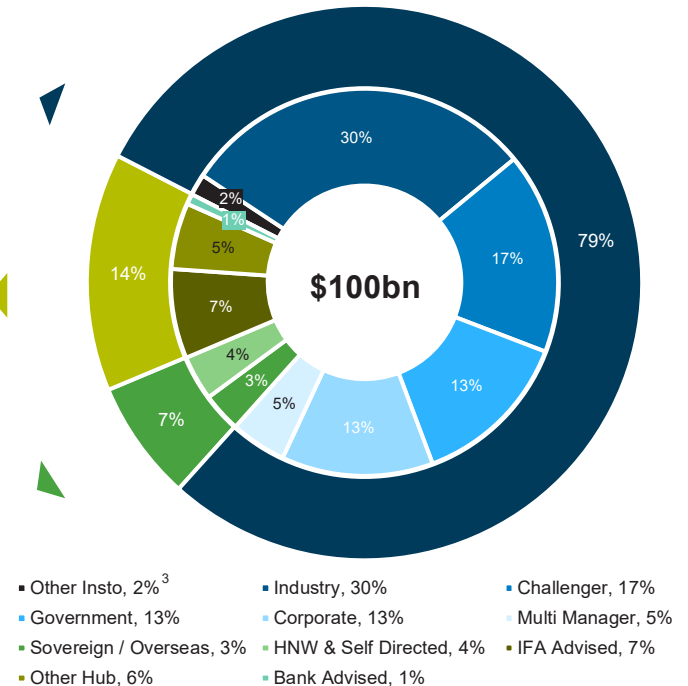
Retail
14%

- Top active manager for net flows in 2020¹
- Zenith Partners 'Distributor of the Year'
- 78% of Fidante Partners ratings are "Buy"²
- ~900 Dealer Group clients³

HNW, Direct, International
7%

- Fastest growing Australian Fixed Income active ETF
- ~\$4bn from HNW channel and Direct
- First >\$1bn mandate win in the UK
- Expanding geographically – opening Singapore office

FUM by client type



2021 Investor Day – Funds Management

1. Data based on Plan for Life statistics for 2020. Fidante had the highest netflows amongst 117 active managers in 2020. For the December quarter, Fidante Partners ranked 1st in Fixed Interest and 2nd in Equities.

2. As at 31 May 2021.

3. Other Institutional clients comprises Charities and Insurance.

Key points

Fast growing high ROE business with strong business momentum

Proven funds management platform with foundations to provide ongoing growth

Expanding capability through partnerships with best-in-class managers

CIP Asset Management expanding distribution and product reach

Diversified client base and product offering

Bank acquisition

Michael Vardanega
Head of Bank Transition



Key points

Extending product and customer reach to provide better retirement outcomes

Highly strategic acquisition

Scalable digital banking platform providing access to very significant term deposit market

Distribution strategy focused on building early momentum with D2C capability

Broadening lending capability to support returns

Will take time to scale and achieve Group ROE target

Highly strategic acquisition

Extending product and customer reach to provide better retirement outcomes

Strengthen resilience and sustainability of Challenger

- Diversify product offering
- Reduce reliance on retail advice
- Lower capital and earnings volatility

Leverage combined capabilities of the group

- Leading retirement income brand
- Fixed income leadership position
- Strong risk management capability



Broaden customer access across multiple channels

- New distribution channels
- Accelerate D2C capability
- Attract customers earlier in retirement journey

Expand range of financial products and services for a better retirement

- Access significant TD¹ market
- Extend product tenors
- Product development opportunities

MyLife MyFinance

Contemporary and highly scalable digital banking platform



MyLife MyFinance overview

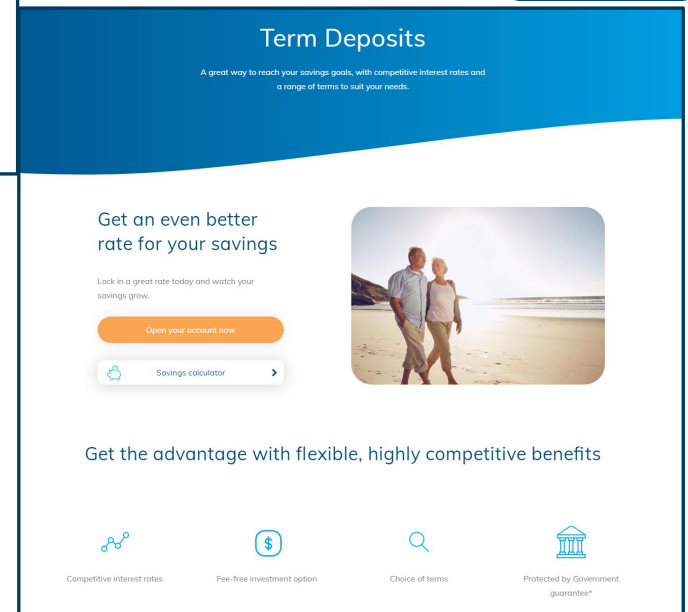
- Digital savings and loans bank
- \$135m¹ savings and term deposits
- \$110m¹ mortgage book – low LVR exposed to east coast residential
- Average customer age 60 years
- Contemporary technology with recent upgrade to Temenos Transact

Transaction update

- APRA process progressing well²
- Targeting completion by June/July

Well progressed to integrate

- Forming distribution partnerships to build early momentum
- Investing in capability with focus on lending and risk & compliance
- Migrating to Challenger brand
- Integration costs inline with previously disclosed range³



2021 Investor Day – Bank acquisition

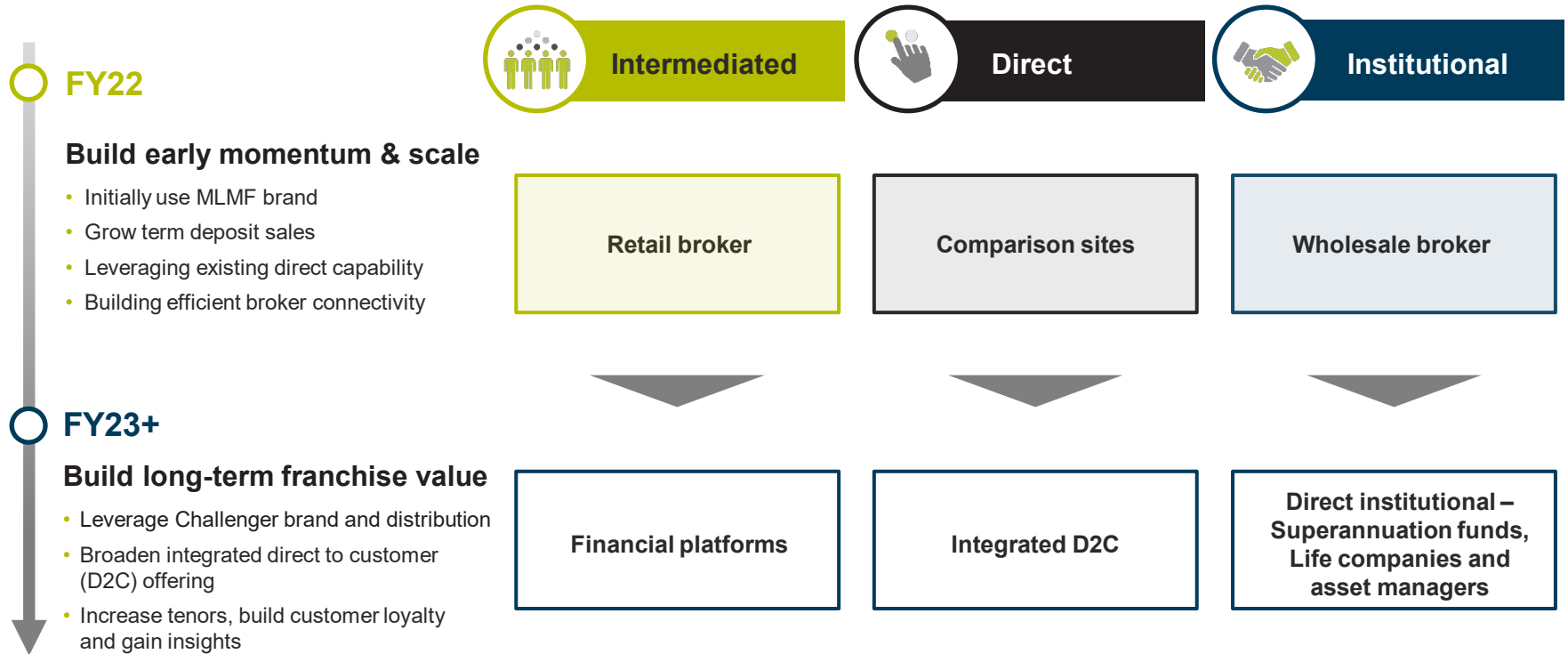
1. As at 31 May 2021.

2. As previously disclosed, the acquisition of MyLife MyFinance Limited is conditional on approval under the Financial Sector (Shareholdings) Act.

3. Expected to be below \$8m and to be incurred over FY21 and FY22.

Distribution strategy

Build early momentum with D2C capability

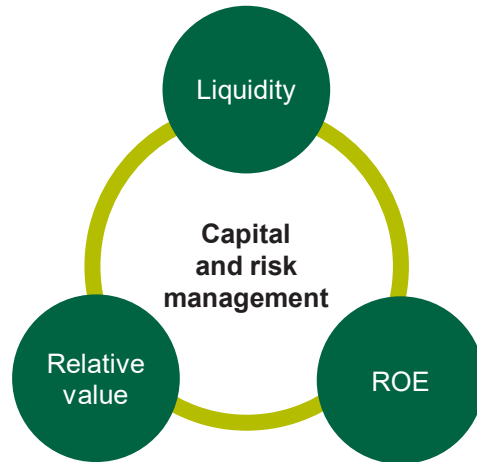


Asset and lending strategy

Strong risk management principles

Broadening lending capability to support returns

Core lending principles ensures Bank operates within risk appetite and manages liquidity



TDs and annuities have similar capital requirements¹

Diversified loan book with broad origination capability

Asset Backed Securities (ABS)

Corporate lending

Commercial real estate

Residential lending

SME lending

Warehouse lending

2021 Investor Day – Bank acquisition

1. While different capital rules apply to Banks and Life Insurance Companies, overall capital outcomes for assets backing term deposit and term annuity business of similar duration is similar after adjusting for asset mix and there is no additional capital for duration or new business strain for the Bank.

Key points

Extending product and customer reach to provide better retirement outcomes

Highly strategic acquisition

Scalable digital banking platform providing access to very significant term deposit market

Distribution strategy focused on building early momentum with D2C capability

Broadening lending capability to support returns

Will take time to scale and achieve Group ROE target

Operations and Technology

Chris Plater
Chief Executive,
Operations and Technology



Key points

Supporting execution and delivery of corporate strategy

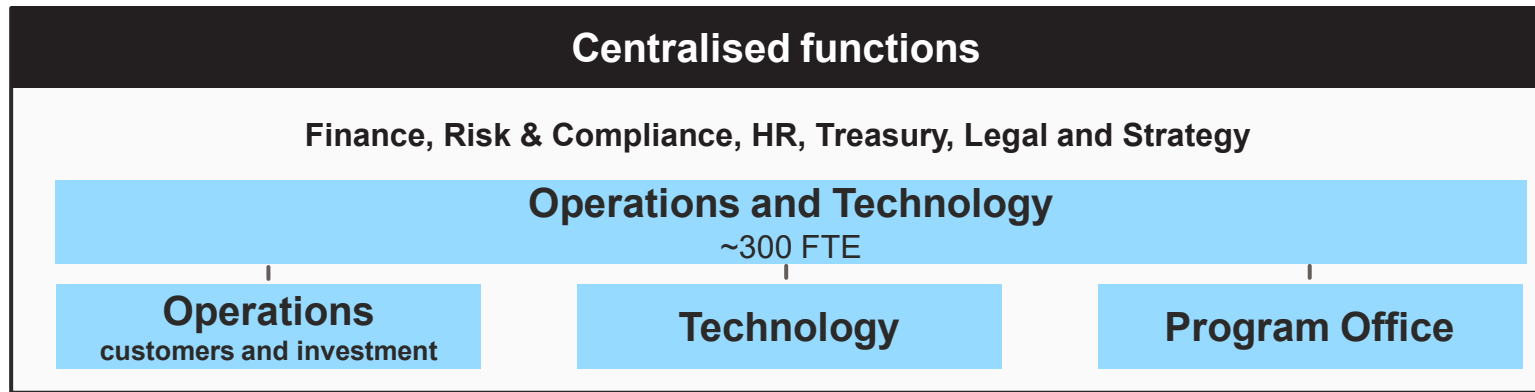
Strong strategic partnership with businesses to support growth

Track record of delivery and positioned to capture scale and support operating leverage

Leading banking technology platform – legacy free and highly scalable

Operations and Technology

Strong strategic partnership with businesses to support growth
Foundations for excellent customer experience



Proven track record of delivery

Well-positioned to capture scale and support operating leverage



High reliability core operations

- Legacy free – single customer registry and administration systems
- Supporting significant growth – AUM, transactions, jurisdictions and complexity
- High service levels to Fidante Partners' boutiques
- Seamless delivery through COVID-19 with no customer impact



Modern ways of working

- Adoption of cloud-based collaboration tools
- Laptop rollout to support hybrid work model and improved efficiency
- Scaled agile approach with focus on nimble and disciplined project delivery



Proven execution capability

- Core corporate technology platform upgrade – inc. General Ledger and HR platform
- Major upgrade to Challenger Investor OnLine platform
- History of integration and new product development

Positioned well for bank integration

Leading banking technology platform – legacy free and highly scalable



Leading technology platform

- Legacy-free, scalable, cloud-based technology platform
- Simplified technology operating model for the bank
- Temenos Transact – supports digital self-service and origination of products including mortgages
- Indue platform to support payments across debit cards, direct entry, BPAY and shortly the New Payments Platform (NPP)



Leverages our capabilities

- Utilise Challenger's existing technology capabilities including investment management platform, call centre, marketing, etc.
- Bank staff relocating to existing Challenger facilities



Geared for delivery

- Well prepared for integration
- Similar cultures – high degree of collaboration between MLMF and Challenger teams
- Technology skills in place for both banking and investments platforms
- Utilising Challenger's agile approach to product development

Key points

Supporting execution and delivery of corporate strategy

Strong strategic partnership with businesses to support growth

Track record of delivery and positioned to capture scale and support operating leverage

Leading banking technology platform – legacy free and highly scalable

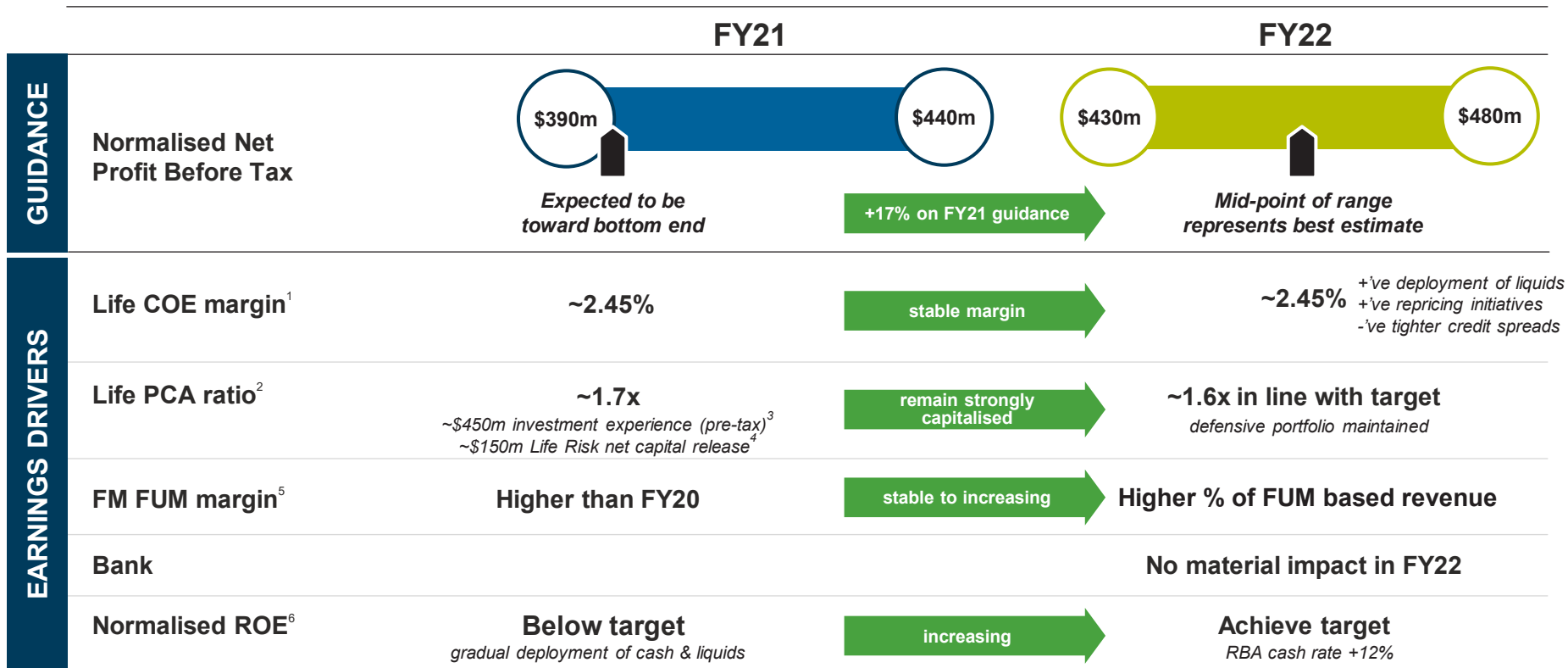
Outlook and wrap up

Richard Howes
Managing Director and
Chief Executive Officer



FY21 & FY22 guidance

Normalised NPBT guidance range between \$430m and \$480m for FY22



2021 Investor Day – Outlook and wrap up

1. Life Cash Operating Earnings (COE) margin. 1H21 COE margin includes ~0.20% Other income (Life Risk and Accurium); 2. The PCA ratio represents the total Challenger Life Company Limited Tier 1 and Tier 2 regulatory capital base divided by the Prescribed Capital Amount; 3. Based on YTD May 2021 and known movements in June 2021, and excludes June 2021 liquid market movements; 4. Life Risk net capital release represents the restructure of two longevity transactions due to lower than expected claims. There is no impact on future Life Risk earnings to be recognised in Cash Operating Earnings as a result of the transaction restructure; 5. Funds Management FUM margin represents FUM based revenue divided by average FUM; 6. Normalised ROE (pre-tax).

Corporate strategy

Our purpose is to provide customers with financial security for a better retirement

Our vision statements



Customers

By 2030 we will provide 1 in 5 Australian retirees with improved financial outcomes as consumers of Challenger products, and be the partner of choice for institutions and advisers.



Community

Champion financial security for retirement, providing financial help and education, advocating for constructive public policies and leading by example with responsible business practices.



Employees

Bring together a diverse group of top talent, inspired by our purpose, with strong culture and capabilities to deliver shared success.



Shareholders

Build resilient long-term shareholder value, leveraging the capabilities of the group to achieve compelling returns.

Strategic priorities

Broaden customer access across multiple channels

Expand range of financial products and services for a better retirement

Leverage the combined capabilities of the group

Strengthen resilience and sustainability of Challenger

Important note

This presentation was prepared for the purpose of a briefing to equity analysts and certain wholesale investors on 17 June 2021.

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