ASX Release

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Charter Hall Group Annual General Meeting Chair and CEO Address

12 November 2026

Chair's Address

Slide 1 – Cover – Charter Hall Group 2026 Annual General Meeting

Good afternoon. I am Stephen Conry, Chair of the Charter Hall Group Board. On behalf of the Board of Directors, it is my pleasure to welcome you all to the 2026 Annual General Meeting of your company, Charter Hall Group.

It is now 2:30pm in Sydney and as the necessary quorum is present, I declare this meeting properly constituted and open.

Slide 2 – Agenda

This afternoon, I will provide a brief overview of our company's achievements during financial year 2026. Managing Director and Group CEO David Harrison will then provide an update on our business and key results, as well as an outlook for financial year 2027.

There are five items of business for consideration today:

- Item 1 relates to the consideration of the Annual Report.
- Item 2 relates to the election of Darren Steinberg as a Director and my re-election as a Director. When the time comes for the consideration of my own re-election, I will invite Greg Paramor AO to briefly take the Chair to address the meeting.
- Item 3 relates to the adoption of the Remuneration Report.
- Item 4 relates to the issue of service rights to David Harrison, being the mandatorily deferred portion of his FY26 short-term incentive.
- Item 5 relates to the issue of performance rights to David Harrison under the FY27 long-term incentive plan.

The Board recommends securityholders vote in favour of each Item, and I will be voting all available proxies in favour of each Item.

There will be a reasonable opportunity for securityholders as a whole to ask questions and to address any issues securityholders would like to raise.

Slide 3 – Chair's Address

As Chair, it is my pleasure to address the AGM today on a number of topics.

Slide 4 – Board of Directors

Firstly, I am pleased to introduce my fellow Non-Executive Independent Directors:

- David Ross, who is a member of the Audit, Risk and Compliance Committee, the Remuneration and Human Resources Committee and the Investment Committee.
- Greg Paramor AO, who is Chair of the Investment Committee and a member of the Remuneration and Human Resources Committee and the Nominations Committee.
- Jacqueline Chow, who is Chair of the Remuneration and Human Resources Committee and a member of the Audit, Risk and Compliance Committee and the Nominations Committee.
- Karen Penrose, who is Chair of the Audit, Risk and Compliance Committee and a member of the Investment Committee.
- Darren Steinberg, who is a member of the Remuneration and Human Resources Committee and the Investment Committee.
- And our Managing Director and Group CEO, David Harrison.

I would like to particularly acknowledge two Board members:

- We were pleased to welcome Darren Steinberg to the Board in February this year. He brings enormous experience in Property Investment, Development, Agency and Funds Management, in addition to highly regarded skills in leadership and governance. His insights from decades of experience in national and international capital markets are exceptional. We knew he would be an asset to the Board and to all of the core sectors the wider Charter Hall business pursues.
- David Ross retires from the Board today. David joined as a non-Executive Director in 2016. He has made an extraordinary contribution to the Board on many fronts, helping navigate the business through challenges and opportunities in varying market and economic conditions. It has been a great privilege to work with David, a view I know is shared by all Directors, who join with me in thanking him for his commitment and contribution over the past 10 years. We will miss his collaboration and wish him well in the future.
- I take this opportunity to thank all of my Board colleagues for their efforts and commitment to Charter Hall. Their collegiate approach, work ethic, and vision are greatly valued.

Also present today is Mark Bryant, our Company Secretary.

I also welcome Andrew Price, from our auditor EY, who will be available to answer questions from securityholders about the audit of the financial statements and sustainability report.

Revert to Slide 3 – Chair's Address

I now turn to Charter Hall's business and am now pleased to reflect on its strong financial performance for securityholders.

Over the past five years, Charter Hall has delivered aggregate annual OEPS growth of 14.7%, increased Group funds under management by 80% to $94.3 billion and materially strengthened the financial performance of the Group.

Today, Charter Hall is Australia's leading diversified property funds manager, with a strong track record of sustained long-term outperformance. We are also increasingly recognised globally, ranking among

the top five property funds management groups in the Asia-Pacific region and moving towards a top 25 position globally.

This year marks 35 years since Charter Hall was established and 21 years as a listed business. Throughout that time, our focus has remained consistent: maintaining discipline through the cycle, investing alongside our investors and creating long-term value for our customers, communities and securityholders.

The strength of our relationships with our tenant customers also remains an important strategic focus. Many of these relationships extend across multiple cities, sectors and years, with Charter Hall using its property expertise to develop deep, mutually beneficial partnerships with our customers. This approach continued to deliver strong results in FY26, with our cross-sector tenant Net Promoter Score increasing to +60.

Slide 5 – Operating earnings growth

We were pleased to report FY26 operating earnings of $488 million and operating earnings per security of 103.2 cents, representing growth of 26.8% over FY25.

Distributions increased by 6% to 50.7 cents per security.

This slide shows the Group's operating earnings and distribution growth over the last decade, together with our FY27 guidance.

The Group has achieved 12.2% post-tax operating earnings growth per annum over the last decade.

Our disciplined approach to retaining and reinvesting earnings continues to support the creation and growth of new funds and partnerships, while maintaining a growing stream of distributions to securityholders.

This performance reflects the continued growth in our funds management business, disciplined capital allocation, the performance of our property and development investments, and strong execution across the platform.

That same focus on long-term value creation extends to how we manage our assets and our approach to sustainability.

Slide 6 – FY26 sustainability achievements

Sustainability is integrated across our investment and asset management approach, supporting asset performance, customer outcomes and the resilience of our portfolio.

FY26 marked our first full year operating at Net Zero for Scope 1 and Scope 2 emissions across Australian assets under our operational control. This was supported by onsite solar, renewable electricity and nature-based carbon offsets for residual emissions.

We expanded installed solar capacity by 10 megawatts during the year to 96 megawatts, with 80% supplying tenants directly. A further 11.5 megawatts is planned or committed.

Six Charter Hall funds ranked in the GRESB global top 10 in 2026, including the 383 Kent Investment Trust, which ranked first. The results represent a significant step forward, with 27 of 34 participating Charter Hall funds ranked in the top 20%, up from 16 in 2025, and all listed entities achieved an A ranking under GRESB Public Disclosure.

During FY26, we invested more than $3.9 million through social procurement and contributed 3,704 volunteering hours to support vulnerable young Australians. We also invested $350,000 with the Red Cross and Foundation for Rural & Regional Renewal to support communities impacted by natural disasters and hardship.

We doubled procurement spend with Supply Nation-certified organisations to more than $2 million and launched our inaugural First Nations Work Experience Day in partnership with the Bandu Organisation.

Sustainable finance grew to $8.2 billion, representing 23% of the platform debt book, demonstrating the continued integration of ESG outcomes across funds and assets.

Revert to Slide 3 – Chair's Address

May I take this opportunity to address some recent commentary regarding our Retention and Outperformance Plan, or ROP.

The ROP was presented to and approved by securityholders five years ago at the 2021 AGM.

More recently, some securityholders have raised questions about the methodology applied in determining the ROP outcome. We have engaged directly with securityholders and listened carefully to the range of views expressed, including from the many securityholders who continue to support the Plan.

On 26 October, we issued a statement to the ASX providing additional detail on the methodology and the basis for the Board's determination.

In that statement we said that in calculating TSR CAGR, the Board had determined that all cash distributions paid over the five-year ROP period were reinvested by securityholders and compounded the value of these cash distributions.

Consistent with its usual practice, the Board did not compound security price growth because it is non-cash and unrealised, and therefore cannot be reinvested by securityholders.

The ROP was designed to support the retention of key senior talent and incentivise long-term outperformance and securityholder value creation.

The Board considers that both of those objectives have been achieved, and this view has been widely shared by securityholders.

We have heard all the feedback, we are grateful for it, and it will inform our approach to remuneration disclosures and securityholder consultations going forward.

We have also heard strong recognition from securityholders of the quality and depth of talent across Charter Hall and supports the Board's ongoing objective of retaining and appropriately rewarding our people.

Looking forward, our remuneration framework will continue to focus on long-term incentives that reward sustained performance and alignment with securityholders, rather than one-off arrangements.

In concluding these remarks, I take this opportunity to thank the Charter Hall team around the country for their hard work, their teamwork, and their impressive results in 2026 for our securityholders, capital partners, and our tenant customers. From my discussions with our many stakeholders throughout the year, the complimentary feedback has been overwhelming, and I thank them for it. Ladies and gentlemen, none of us take that for granted. Indeed it will heighten our focus on continued performance.

I am now pleased to hand to our CEO and Group MD David Harrison to provide his operational update.

Managing Director & Group CEO's Address

Slide 7 – Managing Director & Group CEO's Address

Thank you Stephen, and good afternoon everybody.

Slide 8 – FY26 Group highlights

Turning now to the Group's earnings for FY26.

Operating earnings for the full year were $488 million, translating to operating earnings per security of 103.2 cents, representing growth of 26.8% over FY25.

Return on contributed equity was 26.4% on a post-tax basis, or 30.8% on a pre-tax basis. We increased distributions by 6% in FY26 to 50.7 cents per security and have guided to a further 6% increase in FY27.

Group FUM increased to $94.3 billion, including Paradice Investment Management, while property FUM increased to $76.0 billion.

At 30 June 2026, our balance sheet gearing was 14.2%, NTA was $5.95 per security and our co-investment portfolio had grown to $3.2 billion. Across the Group and funds management platform, we had $6.4 billion of investment capacity, including $1.0 billion of balance sheet capacity.

Property Investment EBITDA increased by 17%, while Property Investment and Development Investment together represented 58% of Group EBITDA.

Slide 9 – Group Funds Management

Turning to Group Funds Management, our property funds under management reached $76.0 billion at 30 June 2026, compared with $66.8 billion a year earlier. Institutional wholesale property FUM increased by $7.7 billion to $53.8 billion.

Institutional wholesale investors accounted for 70.8% of property FUM. Our listed REITs—CLW, CQR and CQE—accounted for $13.8 billion, or 18.1%, while Charter Hall Direct, serving SMSF, high-net-worth and retail investors, accounted for $8.4 billion, or 11.1%.

Our diversified property platform spans Office, with $27.9 billion in FUM; Industrial & Logistics, with $24.9 billion; Convenience Retail, with $18.3 billion; and Social Infrastructure, with $4.4 billion. The property FUM breakdown also includes $0.6 billion of listed equities.

Across the property portfolio, we managed 1,619 properties and 12.1 million square metres of lettable area, generating $4.0 billion in net rent. Portfolio occupancy was 97.4%, with a weighted average lease expiry of 7.3 years and a weighted average rent review of 3.4%. These portfolio characteristics provide the context for the tenant relationships shown on the next slide.

Slide 10 – Deep, trusted cross-sector relationships

Our top 20 tenants represent 52% of property platform income of $4.0 billion.

Across the platform, we now manage more than 5,700 leases and over $4 billion per annum in rental income.

Twenty per cent of platform leases are triple-net, 19% of platform income is CPI-linked, 69% of our top tenant customers lease across multiple assets and 28% operate across sectors.

We remained very active during across a range of customer-led strategies, transacting with 10 of our top 20 tenant customers, including the sale and leaseback with Sonic Healthcare.

Partnering with tenants on a long-term basis remains a core pillar of our strategy.

Slide 11 – Business Update

Turning to our business update today, Group Funds Management is now $97 billion and Property Funds Management since 30 June has increased to $78 billion, following a range of acquisitions across Industrial & Logistics, Convenience Retail and Social Infrastructure.

Our business continues to grow, with existing investors increasing their allocations as well as diversifying across new investment strategies and sectors. We continue to onboard new institutional clients, both domestic and offshore.

Since 30 June, we have received $2.4 billion of gross equity inflows, diversified across all four core sectors we operate in, across both pooled funds and partnerships.

Half a billion of equity has been invested in our three institutional core pooled funds, CCRF, CPIF and CPOF, while more than $1.8 billion of equity has been secured for partnership investment activity across our four core sectors.

Charter Hall Direct has also launched new investment product offering new investment opportunities for our retail, SMSF and HNW investors, with the Direct Life Sciences Fund receiving strong demand and the team moving forward on a new product focussed again in the social infrastructure sector.

Slide 12 – FY27 operating earnings guidance

Turning now to the outlook for FY27.

At our Full Year results, we reported FY26 operating earnings per security of

103.2 cents, representing growth of 26.8% over FY25.

The business enters FY27 with momentum, supported by continued investor demand, substantial investment capacity and a strong pipeline of opportunities.

Based on no material change in current market conditions, FY27 guidance is for post-tax operating earnings per security of approximately 114.0 cents, representing growth of 10.5% over FY26.

This guidance assumes no performance fee revenue in FY27.

FY27 distribution per security guidance is for 6% growth over FY26, building on 15 years of distribution growth.

In closing, I would like to thank our people around Australia for their continued hard work and dedication to delivering for our customers throughout property cycles.

I would also like to thank the Group Board for its continued strategic guidance, along with the Independent Directors of our Fund Boards and the many investors who sit alongside us on wholesale partnership Investment Committees.

I thank you, our securityholders, for your continued trust and belief in us.

I will now hand back to Stephen for questions and the formal business of the meeting.

Announcement authorised by the Chair and Managing Director & Group CEO

Charter Hall Group (ASX: CHC)

Charter Hall is Australia's leading fully integrated diversified property investment and funds management group. We use our expertise to access, deploy, manage and invest equity to create value and generate superior returns for our investor customers. We've curated a diverse portfolio of high-quality properties across our core sectors – Office, Industrial & Logistics, Retail and Social Infrastructure. With partnerships and financial discipline at the heart of our approach, we create and invest in places that support our customers, people and communities to grow.

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