# 2026
# Annual Review

Commonwealth Bank
of Australia

# About this report

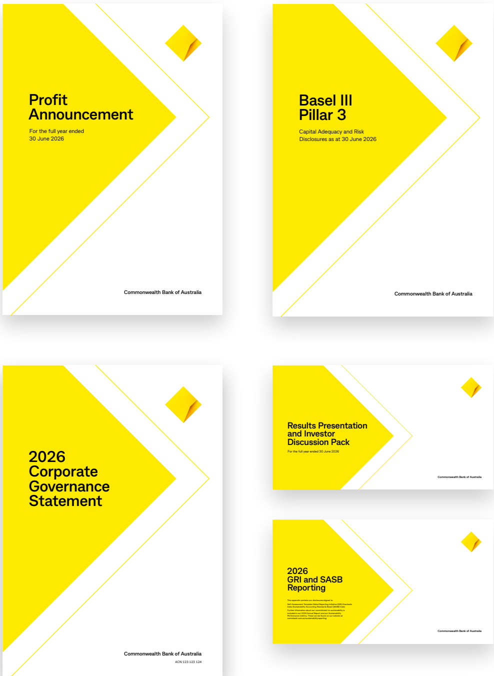
This Annual Review contains information extracted from our 2026 Annual Report.

Unless otherwise stated, information is presented for the year ended 30 June 2026 and comparatives are for the year ended 30 June 2025.

### Reading this report

- Refers readers to additional information within our 2026 Annual Report
- Refers readers to additional information online

## Our reporting suite




- Access our full reporting suite online at **commbank.com.au/investors**
- See our Corporate Governance Statement at **commbank.com.au/corporategovernance**

**Commonwealth Bank of Australia**
ACN 123 123 124

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We are required to produce a Sustainability Report in accordance with Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* as issued by the Australian Accounting Standards Board and the *Corporations Act 2001* (Cth). To access our Sustainability Report, see pages 90–143 and 353–382 of our 2026 Annual Report.

### This is an accessible PDF

**Accessibility**

This PDF has been made accessible for people with visual impairments. It meets the AA standard and has been tagged in full, so it can be transcribed vocally by screen readers using any computer support.

# Supporting a stronger future

Through uncertain times, our balance sheet strength, consistent execution and focus on long-term outcomes serves us well. This enables us to continue to lend to and support our customers, invest in our franchise and pay a sustainable dividend.

Our purpose inspires us to be there for our customers and the nation when they need us. We remain committed to being Australians' trusted financial partner, helping them access housing, grow and protect their wealth, and start, run and grow their business.

**Building a brighter future for all.**

# Supporting Australians in uncertain times

Our purpose, building a brighter future for all, is increasingly relevant in uncertain times. It reflects our commitment to Australia. Our success is deeply linked to the prosperity of the customers and communities we serve, and the development of our people. We remain focused on delivering our strategy and maintaining a strong balance sheet, so we can continue to deliver on that commitment.

The past year has been marked by heightened uncertainty. Globally, geopolitical tensions have intensified, technology is moving rapidly, and expectations from customers, communities and regulators continue to rise. At home, Australia's economy remained resilient. Cost-of-living pressures and higher interest rates continued to affect households unevenly, while businesses managed elevated input costs and supply uncertainty. Many Australians remained cautious and continued to make careful decisions about how they spend, save and manage their money.

Our purpose of building a brighter future for all carries a meaningful responsibility to support customers, communities and the broader economy through good times and more challenging periods. Whether our customers are managing their personal finances, running a business, or both, we want them to know that we are here to support them. We continue to offer a range of options from tailored payment arrangements, fee waivers and loan repayment relief to dedicated business support. During the year we have also activated emergency assistance for customers impacted by severe weather. Prudent financial settings, disciplined decision-making and a long-term approach remain our guiding principles.

**+ Learn more about our operating context on pages 6–7 of our 2026 Annual Report.**

## Delivering on our strategic priorities

Our strategy focuses on deepening customer relationships, delivering better, more consistent experiences, continuing to invest in technology and capability, and maintaining strong risk discipline. At the heart of our strategy is building deeper, primary relationships. Transaction accounts remain central to this. During the year retail transaction accounts increased by more than 655,000 and business transaction accounts reached 1.4 million.

Our continued growth across retail and business segments is supporting our main financial institution position. One in three Australians and one in four Australian businesses call us their main financial institution. This trust allows us to provide credit to help Australians buy homes and grow their businesses. Our focus on delivering consistent customer experiences supported us in maintaining our number 1 position in retail NPS at +12.4. While our results are encouraging, there is more work to do.

Continuing to invest in technology and artificial intelligence (AI) to modernise our platforms, simplify processes and improve reliability remains a priority. AI is already changing what customers expect and how work gets done. Used well, it can help make banking simpler, safer and more personal. In Business Banking, banker workbench is an AI-enabled workspace that brings together data, tasks and insights so bankers can spend more time with customers.

During the year we announced a $90 million three-year Future Workforce Program to help our people develop their careers in a rapidly changing environment. Our new career platform gives our people a clearer view of their skills today, how they apply to different roles and where they can build capability for the future. We also announced investment to upgrade our metropolitan and regional branch network. As more customers choose digital banking, branches remain important for people and businesses when they need more complex support or value a local relationship.

Delivering exceptional experiences for our customers requires us to manage risk well. We have invested more than $1 billion this year to help protect customers from fraud, scams, cyber threats and financial crime. In addition we are strengthening operational resilience to support delivery of consistent and uninterrupted banking services to our customers.

**+ Learn more about our strategic priorities on pages 14–23 of our 2026 Annual Report.**

## Understanding our customers

A continuing focus for us has been getting closer to our customers and better understanding what matters most to them. We have used real-time feedback on customer journeys and lived experience research to build deeper insights into what matters most to customers at key moments in their lives. Over the year we saw improvements in our retail and business customer journeys, helping us address customer pain points and improve end-to-end experiences. The Board and management is spending time systematically and methodically understanding root causes of customers' positive and negative experiences.

We know that providing exceptional experiences for our 18.6 million customers is only possible through a skilled and dedicated workforce that reflects our customers and communities. We remain committed to creating an environment where everyone has equal opportunity to thrive. Our engagement score improved to 85% and self-reported use of AI increased from 81% to 91%.

This combination of understanding our customers and deepening engagement with our people means we can support customers through challenging periods and continue to deliver sustainable returns.

## Supporting Australia's sovereignty and security

A strong domestic economy is critical to Australia's prosperity. External shocks reinforce the important role critical infrastructure, including the financial system, plays in delivering the services Australians and businesses rely on. In a more uncertain global environment, maintaining sovereign capability may require additional domestic capacity, even where it adds cost in the near term.



Australia's major banks provide valued community services including regional branches, access to cash and payment infrastructure. We also invest significantly in cyber security and financial crime prevention. These services are sustained by the profitability of the banking system. It is important that policy settings consider the system-wide impact they have on the domestic institutions Australians rely on in times of stress.

As Australia's largest bank, we have a responsibility to allocate capital to productive parts of the economy and maintain strong foundations so we can lend through changing economic cycles. Our deliberate and long-term approach to balance sheet settings positions us well to support our customers, pay sustainable dividends and invest in the resilience and capability of the Bank.

A resilient, fair and efficient banking system serves the national interest. A strong CBA contributes to a strong Australia.

## Delivering sustainable performance

Our customer focus and consistent execution is what underpins our performance. The strength of our franchise and prudent settings enable us to support customers, invest in our business and deliver sustainable shareholder returns.

We have declared a final dividend of $2.70 per share fully franked.

**+ Learn more about our financial performance on pages 38–45 of our 2026 Annual Report.**

## Outlook

We know many of our customers remain cautious, with global events contributing to this uncertainty. The Australian economy remains resilient, though growth is slowing. Looking ahead, softening in housing activity may weigh on household spending. However there are reasons to be optimistic, including Australia's low unemployment and investment in data centres, defence and the energy transition.

Our role is to support our customers and the nation. We will stay focused on investing in our business and executing our strategy to bring our purpose to life. Trust and capability will matter most in the decade ahead. We will continue to work with key stakeholders to advocate for issues in the national interest, and policy settings that sustainably support the services Australians value.

## Thank you

On behalf of the Board and Executive Leadership Team, we would like to thank our people for their care and commitment to our customers and communities. Thank you to our customers for trusting us with your banking, and to you, our shareholders, for your continued support.

**Paul O'Malley**
Chair

**Matt Comyn**
Chief Executive Officer

# Who we are

We are Australia's largest bank serving more than 18 million customers, providing retail and commercial banking services predominantly in Australia and New Zealand.

## Our purpose

### Building a brighter future for all

**1 in 3**
Australians trust us as their main financial institution

**1 in 4**
businesses trust us as their main financial institution

## Our businesses

Our products and services are provided through our businesses: Retail Banking Services, Business Banking, Institutional Banking and Markets, and our New Zealand subsidiary, ASB.

+ **Learn more about the performance of our business on pages 38–45 of our 2026 Annual Report.**

**Retail Banking Services:** Provides simple and convenient banking products and services to personal and private bank customers in Australia.

**Business Banking:** Serves the banking needs of Australian business, corporate and agribusiness customers across a range of financial services solutions.

**Institutional Banking and Markets:** Provides domestic and global financing and banking services to large corporate, institutional and government customers.

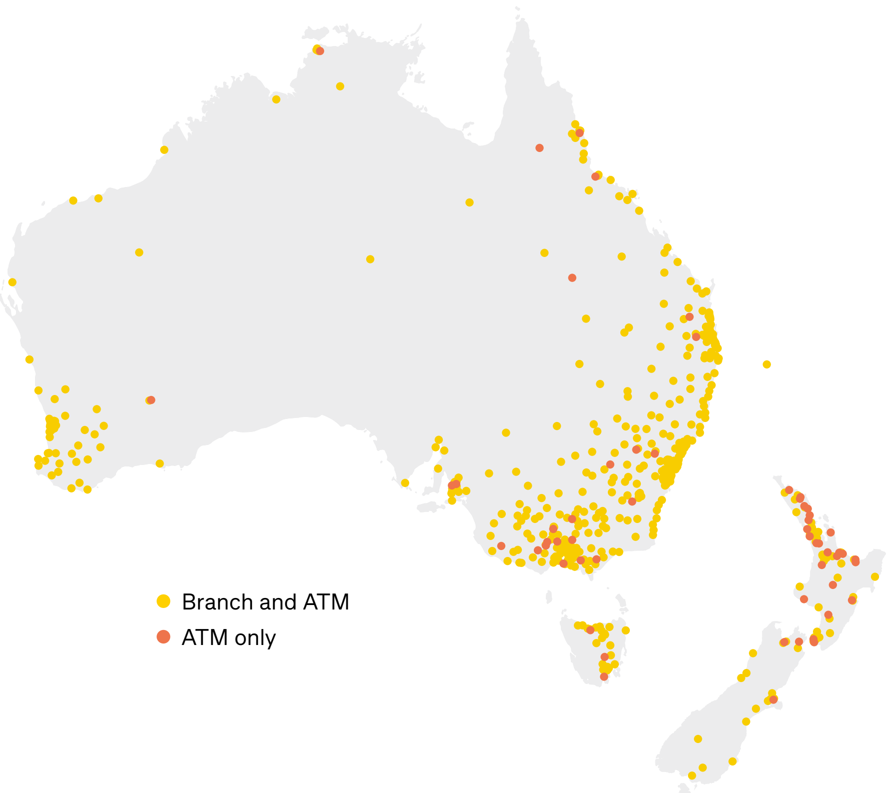
**ASB:** Provides a range of banking, wealth and insurance products and services to personal, business and rural customers in New Zealand.

## Our presence

We maintain a strong presence across Australia and New Zealand. Through our branches, ATMs and digital channels, we provide access to banking services that support customers, businesses and communities.

+ **Learn more about how we support our customers and communities on pages 26–31 of our 2026 Annual Report.**

**Largest branch and ATM network in Australia with approximately**
**40%**
of branches in regional areas




## Our strategy

Inspired by our purpose, we are focused on building tomorrow's bank today for our customers, through our strategic pillars:

- **Helping build Australia's future economy**
- **Reimagining customer experiences**
- **Delivering simpler, safer and better banking**

+ **Learn more about our strategy on pages 14–23 and value creation on pages 8–9 of our 2026 Annual Report.**

## People and culture

### Our values

We are guided by our values in everything we do. Our leadership principles help leaders understand what is required to lead successfully to execute our strategy.

*Care* *Courage* *Commitment*

### Our leadership principles

- Obsess over customers
- Be curious and humble
- Lead as an owner
- Create exceptional teams

+ **Learn more about our people and culture on pages 32–35 of our 2026 Annual Report.**

## Financial highlights[1]

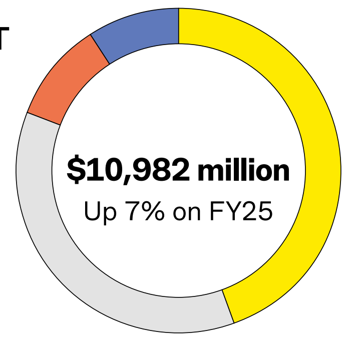
**$10,911 million**
**Statutory net profit after tax (NPAT)**
Up 8% on FY25

**$30,224 million**
**Operating income**
Up 6% on FY25

**2.05%**
**Net interest margin**
Down 3 basis points on FY25

**$5.05**
**Dividend per share, fully franked**

### Group cash NPAT




+ **Learn more about our financial performance on pages 38–45 of our 2026 Annual Report.**

### By business unit

- **$5,587 million** Retail Banking Services (RBS)
- **$4,544 million** Business Banking (BB)
- **$1,258 million** Institutional Banking and Markets (IB&M)
- **$1,112 million** New Zealand (ASB)

1 Financials are presented on a continuing operations basis and in Australian dollars. Cash NPAT represents net profit after tax and non-controlling interests before non-cash items, including hedging and IFRS volatility, and gains or losses on the acquisition, disposal, closure, capital repatriation or demerger of controlled businesses and associates classified as discontinued operations. This is management's preferred measure of the Group's financial performance. Refer to page 145 of our 2026 Annual Report for a reconciliation between Statutory NPAT and Cash NPAT. Group Cash NPAT includes the net loss after tax from the Group Corporate Centre, which is not shown in the business unit contribution.

# Business unit performance[1]

## Retail Banking Services

Retail Banking Services (RBS) provides simple and convenient banking products and services to personal and private bank customers, helping them manage their everyday banking needs, buy a home or invest for the future. RBS also includes the retail banking activities under the Bankwest and Unloan brands.

Cash NPAT
**$5,587 million**
FY25 $5,330 million

Net interest margin
**2.50%**
FY25 2.51%

Contribution to Group profit[2]
**51%**
FY25 52%

Cash NPAT was $5,587 million, an increase of $257 million or 5% on FY25. Total operating income increased $757 million or 6% reflecting deposit and lending balance growth, higher earnings on interest rate hedges and higher insurance income. This was partly offset by lower deposit and home lending margins, mainly due to competition and deposit mix shift to higher yielding savings deposits.

Operating expenses increased $300 million or 6% primarily driven by additional investment in proprietary lending and technology, inflation, amortisation and financial crime compliance costs. This was partly offset by productivity initiatives including workforce and branch optimisation.

Investment spend focused on strategic growth and productivity initiatives, including AI-enabled innovation, product and service enhancements, the CommBank Yello loyalty program, Bankwest transformation, home buying process simplification, and risk and compliance initiatives.

Loan impairment expense increased $106 million or 39% on the prior year to $378 million. This was primarily driven by increased geopolitical risk, macroeconomic uncertainty and the impact of rising cost-of-living pressures on our customers.

RBS remains focused on deepening and broadening our customer relationships with distinctive and differentiated propositions, giving customers more reasons to bank with us.

Brands

## Business Banking

Business Banking (BB) serves the banking needs of business, corporate and agribusiness customers across a full range of financial services solutions. BB also provides Australia's leading equities trading and margin lending services through our CommSec business.

Cash NPAT
**$4,544 million**
FY25 $4,092 million

Net interest margin
**3.39%**
FY25 3.32%

Contribution to Group profit[3]
**41%**
FY25 40%

Cash NPAT was $4,544 million, an increase of $452 million or 11% on FY25.

Total operating income increased $883 million or 10% reflecting above system business lending growth, higher equities income due to growth in trading volumes, and increased earnings from interest rate hedges. This was partly offset by a decrease in lending margins due to increased competition and higher funding costs as well as lower fee income, reflecting increased merchant scheme fees, lower deposit fees and higher loyalty program costs.

Operating expenses increased $278 million or 9%, primarily driven by higher technology spend, inflation and investment in product offerings.

Investment spend was focused on enhancing the customer experience through reimagined products and services, digitisation and AI-enabled capabilities, including the launch of CommBank Companion, while continuing to modernise the technology estate and deliver compliance and risk initiatives.

Loan impairment expense decreased $45 million or 13% due to lower individually assessed provisions and higher writebacks, partly offset by higher collective provisions reflecting portfolio growth, increased geopolitical risk and macroeconomic uncertainty.

Central to our strategy is adapting to customer needs and enhancing their experience resulting in more than one in four businesses calling us their main financial institution.

Brands

1 Business unit performance for FY25 has been restated to reflect the transfer of customers between segments and refinements to the allocation of support unit costs.
2 Does not sum to 100% as excludes net loss after tax from Group Corporate Centre and Other.
3 Does not sum to 100% as excludes net loss after tax from Group Corporate Centre and Other.



## Institutional Banking and Markets

Institutional Banking and Markets (IB&M) is helping to build Australia's future economy by providing domestic and global financing and banking services to large corporate, institutional and government customers.

Cash NPAT
**$1,258 million**
FY25 $1,238 million

Net interest margin[4]
**1.92%**
FY25 2.00%

Contribution to Group profit[5]
**11%**
FY25 12%

Cash NPAT was $1,258 million, an increase of $20 million or 2% on FY25. Total operating income increased $127 million or 4% driven by higher institutional lending and deposit volumes, higher trading income in rates and commodities and higher earnings on interest rate hedges. This was partly offset by lower institutional and structured lending margins due to increased competition and lower operating leasing income.

Operating expenses increased $41 million or 4% due to inflation and higher technology and software costs.

Investment spend continues to focus on improving the operational risk, compliance and regulatory framework as well as continued investment in productivity and growth initiatives.

Loan impairment expense decreased $16 million on the prior year to $33 million. This was primarily driven by the release of individually assessed provisions, partly offset by higher collective provisions, reflecting increased geopolitical risk, macroeconomic uncertainty, and portfolio growth.

IB&M continued to focus on helping to build Australia's future economy. This included growing sustainable lending balances by 17% on FY25[6].

Brands

## New Zealand

New Zealand includes the businesses operating under the ASB brand. ASB provides everyday banking, lending, insurance (distribution) and wealth management products and services to individuals, businesses and rural customers in New Zealand.

Cash NPAT
**$1,112 million**
FY25 $1,195 million

Net interest margin[7]
**2.30%**
FY25 2.27%

Contribution to Group profit[8]
**10%**
FY25 12%

Cash NPAT was $1,112 million, a decrease of $83 million or 7% on FY25. Total operating income increased $7 million reflecting lending and deposit growth and higher net interest margin largely offset by foreign exchange movements. Margin growth was driven by earnings on interest rate hedges, partly offset by lower deposit margins due to competition and lower cash rate.

Operating expenses increased $114 million or 9%, driven by the settlement of the *Credit Contracts and Consumer Finance Act 2003* class action proceedings, wage inflation and higher FTE, higher investment spend and software costs, partly offset by productivity initiatives and foreign exchange movements.

Investment spend continues to focus on technology modernisation, including core banking replacement and regulatory compliance.

Loan impairment expense increased $11 million or 20% due to higher collective provisioning, reflecting a deterioration in the economic outlook, partly offset by lower individually assessed provisions and lower consumer finance write-offs, and foreign exchange movements.

KiwiSaver funds under management continued to perform strongly growing by 15%[9]. ASB's purpose is accelerating progress for all New Zealanders, achieved through three interconnected strands of financial, social and environmental progress.

Brands

4 Net interest margin in IB&M excluding Markets.
5 Does not sum to 100% as excludes net loss after tax from Group Corporate Centre and Other.
6 Average balance for FY26 versus FY25. Includes utilised secured and unsecured financing transactions that are aligned with external market principles such as the Loan Market Association/Loan Syndication and Trading Association/Asia Pacific Loan Market Association Green, Social and Sustainability-Linked Loan Principles.
7 Net interest margin is ASB Bank only and is calculated in New Zealand dollars.
8 Does not sum to 100% as excludes net loss after tax from Group Corporate Centre and Other.
9 KiwiSaver funds under management growth reflects year-on-year growth denominated in New Zealand dollars.

# Delivering on our strategic priorities

Last year we refreshed our strategy to better respond to our changing operating context. We remain focused on our strategic priorities, helping all Australians to prosper, being at the centre of our customers' financial lives and keeping our customers safe. To do this we continue to invest in our people, technology and AI.

**By focusing on our strategic priorities, we continue to build tomorrow's bank today for our customers.**

### Helping build Australia's future economy

Helping the nation prosper and improving living standards for all Australians.

- Leading bank in Australia with 34% of Australians and 26% of businesses naming CBA as their main financial institution.
- Maintained Australia's largest branch and bank-owned ATM network.
- Supported business growth with $50 billion lent to Australian businesses.
- **Learn more on pages 16–17 of our 2026 Annual Report.**

### Reimagining customer experiences

Reimagining customer experiences by leading in technology and AI.

- Expanded CommBank Yello engagement to more than 8.4 million customers, up 16%.
- Increased engagement with the CommBank app with more than 9.6 million customers logging in 14.3 million times each day.
- Modernised core technology and scaled AI capabilities, including migrating core banking to the cloud for 17 million customers.
- **Learn more on pages 18–21 of our 2026 Annual Report.**

### Delivering simpler, safer and better banking

Maintaining a safe and strong Bank positions us to support customers when needed.

- Invested more than $1 billion to help protect customers from fraud, scams, cyber threats and financial crime.
- Proactively alerted customers to potential threats through approximately 40,000 daily fraud alerts.
- Maintained balance sheet strength to help support customers and financial system stability.
- **Learn more on pages 22–23 of our 2026 Annual Report.**



# Helping build Australia's future economy

Bec James,
Poco Posy.
Backed by CBA
since 2017.

Helping the nation prosper and improving living standards for all Australians.

## Supporting our customers and communities

Australian households and businesses continue to navigate a challenging environment. Global uncertainty and external shocks have led to higher inflation and interest rates, as well as ongoing cost-of-living pressures. Against this backdrop, it is more important than ever that banks are strong and stable. Our balance sheet strength underpins our resilience through a range of economic scenarios. It enables us to continue supporting our customers and communities when they need us most.

We recognise that many Australians are feeling the impact of cost-of-living pressures and are having to make careful decisions about how they spend and manage their money. We are committed to working with our customers to help them find the right solution for their circumstances and help them build their financial resilience over the long term. Our range of support options include hardship assistance, such as loan repayment relief and tailored payment arrangements, with more than 147,000 payment arrangements made this year. Our broad range of digital money management tools also help customers track their spending, budget and save, access eligible grants and rebates, and manage their bills more effectively.

We are committed to maintaining access to banking services, supported by Australia's largest branch and bank-owned ATM network as well as through our Australian-based call centre teams. More than 16,000 of our people serve our customers directly every day.

**For more information on this strategic pillar, see pages 16–17 of our 2026 Annual Report.**

**18.6 million**
customers served
Up from 18.2 million in FY25

**147,000+**
tailored payment arrangements to support our customers

**$50 billion**
lent to businesses to help them grow

### Helping businesses drive growth

We are focused on supporting businesses that drive long-term growth and contribute to a more productive, sustainable and resilient economy.

Our relationship-led business banking strategy has resulted in our continued growth. One in four Australian businesses choose CBA as their main financial institution and trust us with their transaction banking and deposit relationship. This year business transaction accounts grew by 7% to 1.4 million, and we facilitated more than $300 billion of international payments for our business customers. We also helped to process around 40% of all domestic payments in Australia, the largest share amongst banks.

Our business bank continues to grow, lending around $135 million on average each day to businesses across Australia, supporting investment, operations and job creation.

### Advocating for a stronger financial system and economy

Australia's financial system has supported Australia's economic stability, resilience and prosperity. As Australia's largest bank, we do well when the Australian economy does well. This is why we advocate for policies that support a strong, safe and competitive financial system and aim to improve living standards.

Australia faces a period of heightened global uncertainty and rapid technological change. Improving productivity growth, supporting digital transformation and strengthening national resilience require ongoing policy reform and collaboration across government, industry and communities. Using our experience and customer insights, we contributed constructively to nationally important issues such as the National AI Plan, productivity and payments reform and the scams prevention framework.

# Reimagining customer experiences

Delivering more value and remaining at the centre of our customers financial lives.

## Building deep and trusted customer relationships

Our long-standing commitment to building deep and trusted customer relationships has helped us become Australia's leading transaction bank for retail and business customers. Continued investment in our proprietary capabilities and customer service ecosystem strengthens these relationships and supports the delivery of differentiated customer experiences at scale.

Frequent customer engagement provides valuable insights into customers' needs, preferences and goals, helping us deliver more seamless, personalised and rewarding experiences. By combining trusted relationships with leading digital capabilities, we remain focused on delivering excellent customer outcomes and recognising customer loyalty.

We continue to tailor our offering to meet diverse customer needs and preferences, investing in both digital capabilities and human support to provide customers with easier access to banking services. Through our full-service, multi-brand model, customers can bank with us in the way that suits them – whether digitally, with assistance, or in person. This is supported by our proprietary home lenders, Australian-based call centres, and Australia's largest branch and bank-owned ATM network. CommBank Yello and CommBank Yello for Business, our customer recognition programs, deepen engagement and reward loyalty, returning more than $243 million in value since launch in November 2023.

**For more information on this strategic pillar, see pages 18–21 of our 2026 Annual Report.**

**Number 1**
consumer banking app NPS

**9.6 million +**
active CommBank app users[1]
Up from 9.1 million in FY25

**14.3 million**
daily logins to the CommBank app

1 See *Glossary* on pages 395–406 of our 2026 Annual Report for source information.

### Delivering distinctive services and products

Our ambition is to deliver excellent experiences every time our customers interact with us. To do this, we must listen to our customers and use their feedback to improve and simplify how our customers bank with us.

This year we became the first Australian bank to enable customers to open an account in-app using secure Near Field Communication (NFC) passport chip scanning. Customers can now verify their identity in minutes using a government-issued ePassport through NFC and biometric face scan. This removes the need for multiple documents and strengthens protection against identity fraud.

Supporting our business customers remains a key priority, reflecting their important role in growing Australia's economy. We successfully relaunched the CommBiz mobile app, delivering a more streamlined and intuitive experience for business customers.

### Leading in technology and AI

We continue to make long-term investments in technology, data and AI to help deliver better customer outcomes. This year we commenced a phased rollout of CommBank Companion to a select group of customers. CommBank Companion is an AI-powered experience within the CommBank app that provides information to customers about their personal and business finances.

We completed the full upgrade and migration of our core banking platform to Amazon Web Services (AWS) cloud, one of the largest and fastest of its kind globally. As part of this, we transitioned 17 million customers and 28 million accounts to the cloud with minimal disruption.



# Delivering simpler, safer and better banking

Maintaining a safe and resilient Bank positions us to deliver value for our customers and provide support when needed.


## Running a strong and resilient bank

Keeping the Bank's balance sheet strong positions us well to support our customers, the economy and deliver sustainable returns for our shareholders.

We maintain conservative financial settings and take a long-term disciplined approach to managing capital, funding and liquidity. We actively manage funding, credit and liquidity needs to remain resilient through economic cycles, including through times of macroeconomic and geopolitical uncertainty. While decisions to strengthen our balance sheet may reduce short-term earnings, they provide stability and flexibility to support our customers when they need us most.

Our stable funding base from retail and SME deposits, together with capital held above regulatory minimum requirements, provides the flexibility to support lending, absorb stress and continue investing in the business. Our consistent focus on generating organic capital supports customer lending, continued investment in safer and better customer services, and sustainable shareholder returns. The quality of our portfolio remains sound, and we have maintained prudent provisioning levels, reflecting our disciplined approach to risk management.

**For more information on this strategic pillar, see pages 22–23 of our 2026 Annual Report.**

**$1 billion +**
invested this year to help protect customers from fraud, scams, cyber threats and financial crime.

**approximately 40,000**
fraud alerts sent each day through the CommBank app

**60%**
improvement in recovery time of critical incidents

### Protecting customers through leading risk management

Maintaining strong risk management is critical to sustaining our customers' trust and keeping their money and information safe. We continue to invest in our ambition to be a safer organisation, underpinned by leading risk management, transparency and discipline.

To help protect customers from fraud, scams, cyber threats and financial crime, we continue to invest in prevention, detection and response capabilities, with more than $1 billion invested this year. Each day, more than 80 million customer account activities are monitored to help detect suspicious activity and better protect customers from fraud and scams.

### Delivering secure, resilient and reliable banking

Financial services are essential to our customers' everyday lives, and our services must be secure, resilient and reliable. We continue to strengthen operational resilience to support consistent and uninterrupted banking services.

This year we continued to strengthen our operational resilience capabilities consistent with Australian Prudential Regulation Authority (APRA) Prudential Standard CPS 230 Operational risk management (CPS 230). We also enhanced our operational risk, business continuity and service provider frameworks to better identify, manage and respond to disruption risks, strengthening our ability to maintain reliable services for our customers.

# Creating value for our stakeholders

We aim to build a brighter future for all by considering the diverse needs of our stakeholders and delivering balanced, sustainable outcomes over the long term. We proactively engage with stakeholders to inform our decisions and deepen our understanding of what matters most.

**Creating value for our customers, communities, people and shareholders is central to our purpose.**

### Enhancing customer experience and support

We remain committed to being the bank for all Australians.

- Maintained number 1 NPS ranking across Consumer, Institutional and Digital.
- Invested more than $1 billion to help protect customers from fraud, scams, cyber threats and financial crime.
- Captured 250,000+ pieces of customer feedback to improve products and services.

**+ Learn more on pages 26–29 of our 2026 Annual Report.**

### Supporting our communities

We support communities as we work to build a brighter future for all.

- Supported 180 community organisations across Australia with grants of $20,000 each.
- Contributed $2 million to the CommBank Staff Foundation, matching all donations from our people.
- Supported 17,535 participants through our Financial Independence Hub delivered by Good Shepherd since inception in 2020.

**+ Learn more on pages 30–31 of our 2026 Annual Report.**

### Building an engaged and supported workforce

We continue to strengthen our culture and build AI confidence and capability.

- Investing $90 million over three years through the Future Workforce Program.
- Built AI capability with 21,500+ employees completing AI learning.
- Delivered 10,000+ Thrive GP and telehealth consultations since launch.

**+ Learn more on pages 32–35 of our 2026 Annual Report.**

### Delivering for our shareholders

We aim to deliver sector leading returns with a strong and sustainable dividend.

- Supported over 790,000 direct shareholders with 74% Australian ownership.
- Returned more than $8 billion in FY26 to shareholders as dividends.
- Paid dividends of $3,650 in FY26 to an average retail shareholder.

**+ Learn more on pages 36–37 of our 2026 Annual Report.**



# Enhancing customer experience and support

We remain committed to being the bank for all Australians, pursuing excellent experiences and supporting in all the ways we can.

## Supporting in all the ways we can

Many customers continue to face cost-of-living pressures and uncertainty driven by global events and rapid technological change. In this environment, our role in supporting customers remains critically important.

We offer flexible options to help customers manage changing circumstances. For example, home loan customers can adjust mortgage direct debits via the CommBank app or NetBank. For those experiencing financial difficulty, hardship support includes flexible repayment arrangements, interest-only payments and deferrals, with tailored solutions also available for business customers. We also provide dedicated support for customers facing challenging life events, such as the loss of a loved one, unemployment, serious illness, or problem gambling and addiction. Our hardship and extra care teams are trained to deliver empathetic, tailored assistance, and customers can request support via NetBank and the CommBank app.

We extend support to customers and communities impacted by extreme weather events. During the year, Emergency Assistance was activated across Victoria, Queensland, the Northern Territory and Western Australia, including claims support, loan deferrals and other financial relief.

**+ For more information on how we are enhancing customer experience and support, see pages 26–29 of our 2026 Annual Report.**

### We are here to help

**Financial support options**
→ commbank.com.au/financialsupport

**Emergency assistance**
→ commbank.com.au/emergencyassistance

**Cost of living hub**
→ commbank.com.au/costofliving

**Saving and spending tools**
→ commbank.com.au/supportforyou

### Helping customers stay safe from fraud, scams, cyber threats and financial crime

One of our most important responsibilities remains helping customers stay safe from fraud, scams, cyber threats and financial crime. As technology and AI continue to advance rapidly, threats evolve as quickly, increasing their potential to harm our customers and communities. We recognise there is more to do and remain focused on continued investment.

This year we have invested over $1 billion to help protect customers from fraud, scams, cyber threats and financial crime. This includes investment in AI capabilities designed to help detect and disrupt criminal activity. Our fraud and scams detection platforms use a combination of AI, machine learning and now agentic AI to help identify unusual behaviour, generate interception rules, strengthen manual processes and alert customers to potential fraud and scam events.

### Improving access to banking

We are committed to improving access to banking through products and services that aim to be accessible, inclusive and responsive to the diverse needs of our customers. Barriers to banking still exist for some members of the community. We continue to focus on identifying and addressing these barriers so more people can easily access banking in Australia. This work is informed by initiatives such as the CBA Community Council, which brings together consumer advocates and community representatives to share feedback and insights on issues impacting our customers and the communities they are a part of.

# Supporting our communities


We are committed to supporting our communities as we work to build a brighter future for all.

## Contributing to community wellbeing

Over the past year, we have contributed to community organisations through the CommBank Staff Foundation – our people's charity – as well as through volunteering, and other charitable initiatives.

CBA supports workplace giving and contributed $2 million to the CommBank Staff Foundation, matching all donations from our people. Through the Foundation, employees continue to support long-standing charitable partnerships. This year more than 8,900 participants took part in Can4Cancer events, raising funds for cancer research, support and prevention. In partnership with Tour de Cure, since 2014 we have raised more than $22 million for cancer research, contributing to 50 world-class breakthroughs. We also expanded Can4Cancer across our branch network, allowing customers to donate when they visit any one of our branches.

Our people are empowered to support organisations they care about through our annual community grants program. This year 180 community organisations across Australia were recognised, each receiving a $20,000 grant. Six grant recipients were voted by staff to receive an additional $80,000 to amplify their impact in the community. These organisations, based across the country, deliver critical support in areas such as domestic violence, homelessness, youth development, community services and cancer care.

One of these six recipients, Fuel for Schools, provides food and essential school resources to more than 60 schools across North Queensland supporting children's wellbeing and school attendance. The organisation also assists families affected by domestic and family violence and offers parental support services.

**For more information on how we are supporting our communities, see pages 30–31 of our 2026 Annual Report.**

### Providing support for domestic violence and financial abuse

Our Next Chapter program is our long-term commitment to help address domestic and family violence and financial abuse in Australia. Our Next Chapter team continues to provide free and confidential support to victim survivors of DFV and financial abuse, no matter who they bank with. This year the team provided support through over 19,300 individual interactions and continued to block over 265,000 transactions due to abusive language. Our AI model also identified over 1,700 cases this year which were further reviewed by our team.

The Financial Independence Hub (FIH) delivered by Good Shepherd and funded through Next Chapter, provides free, confidential, trauma-informed support for victim-survivors of financial abuse. Since inception in 2020, the FIH has supported 17,535 participants towards feeling more confident with money, regaining control over their finances and planning for the future.

### Elevating First Nations outcomes

Our reconciliation ambition is to be a trusted partner to First Nations peoples as they pursue their social, cultural and economic aspirations. Our FY26–28 Reconciliation Action Plan (RAP), the Bank's eighth RAP and fourth to achieve Elevate recognition from Reconciliation Australia, outlines our activities to support us in pursuing this ambition.

We recognise that initiatives are more effective and impactful when First Nations peoples are leading solutions and are involved in the design and delivery. We worked with our Indigenous Leadership Team and Indigenous Advisory Council to develop a set of engagement principles. These principles are designed to build our capability to deliver on our reconciliation priorities. They aim to equip relevant teams with the skills and knowledge needed to create opportunities that are aligned with the needs of First Nations stakeholders.



# Building an engaged and supported workforce

We continue to strengthen our culture and build AI confidence and capability across the Bank to support how we serve customers and maintain trust.

## Strengthening our culture to support better outcomes and learning

Enhancing our people's experience at work and making it easier to get things done improves outcomes for our customers, communities and shareholders. We use surveys, listening forums and other feedback channels to understand our culture and identify strengths and areas for improvement. Leaders and teams use these insights to take targeted action. People engagement remains high at 85%, up from 84% in September 2025. This is the highest level recorded under the current methodology.

A culture where people feel confident to speak up, constructively challenge and learn from experience helps strengthen risk management across the Bank. By recognising and rewarding strong risk behaviours and improving root cause analysis to learn from mistakes and near misses, we are building our people's capability, reinforcing reflection and aiming to get better every day. A stronger risk culture positions us to manage risks with greater confidence and deliver better outcomes.

**For more information on how we are building an engaged and supported workforce, see pages 32–35 of our 2026 Annual Report.**

### Fostering an inclusive workplace

We aim to foster an inclusive culture where our people feel safe, respected and valued. This helps us better meet customer needs while supporting employee engagement and wellbeing. Through our 2025–2028 Diversity, Equity and Inclusion Strategy, we are focusing on strengthening inclusive leadership, improving representation and reducing barriers to opportunity as we work towards our 2028 representation goals.

Our employee networks provide insight that helps shape policies, leadership capability and employee experience across gender, cultural diversity, reconciliation, accessibility, LGBTQ+ inclusion, and age and life stage. Listening through employee networks and other feedback channels continues to inform where we focus our efforts to improve inclusion and employee experience.

### Investing in future skills

We continue to take a skills-based approach to identify the priority capabilities needed to deliver our strategy and respond to changing business needs. We are investing to support our people to develop the future skills they need.

This year we launched our Future Workforce Program, with a $90 million, three-year investment to help build critical skills, support career transitions and prepare for future workforce needs. The program brings together workforce insights, skills data and business priorities to show the Bank's long-term workforce requirements. It also creates clearer pathways for our people to build in-demand skills, combining structured learning with on-the-job development. This supports career transitions into roles the Bank will need most.

AI capability is one of these priority areas. With over 80% of CBA employees now using AI each week and more than 21,500 of our people having completed AI learning, we are building AI confidence and capability across the organisation.

# Delivering for our shareholders

By maintaining strong performance and prudent balance sheet settings, we are able to support lending growth, invest for the future and pay a sustainable dividend over the long term.

## Delivering long-term, sustainable returns

CBA is one of Australia's most widely held companies. We have over 790,000 direct shareholders, with around 74% of our shares owned by Australians. This includes 44% held directly by retail shareholders and more than 14 million Australians holding shares indirectly through their superannuation. Our Australian loan portfolio of more than $960 billion is comparable in size to the Australian Government's balance sheet. Our loan portfolio helps fund homes, businesses and communities across Australia.

As majority shareholders, Australians benefit from strong and profitable banks. When we deliver strong financial performance, we return value to shareholders through dividends and capital growth. During the year we returned more than $8 billion to shareholders as dividends.

For more information on how we are delivering for our shareholders, see pages 36–37 of our 2026 Annual Report.

### Capital discipline supporting shareholder value

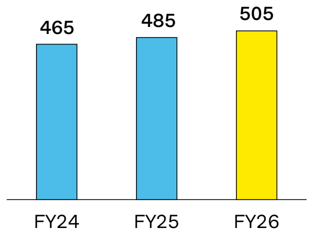
Our disciplined approach to capital management has guided our decisions over many years and supports our objective of delivering long-term shareholder value. Our capital management framework is centred on growing the franchise, reinvesting in the business, maintaining balance sheet strength, paying sustainable dividends and managing excess capital where appropriate.

### Paying a strong and sustainable dividend

Our aim is to deliver sector-leading returns through a strong and sustainable dividend. Generating strong organic capital is essential to achieving this. We do this by delivering products and services that customers value and that generate returns above the cost of capital. When determining the dividend, the Board uses cash NPAT as a key measure of organic capital generation and targets a full year payout ratio of 70–80% of cash NPAT. The Board also aims to pay fully franked dividends, so shareholders can benefit from the franking credits generated by the Bank.

### Dividend per share

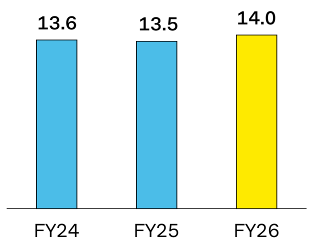
Cash, continuing operations (cents)




Dividends per share (DPS) measures the dividends returned to shareholders. It represents the amount of dividends paid for each ordinary share on issue.

### Return on equity

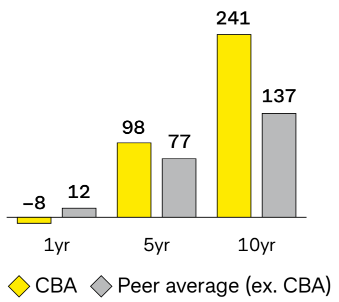
Cash, continuing operations (%)




Return on equity (ROE) measures the Bank's profitability. It represents the net profit after tax generated as a percentage of the equity shareholders have invested.

### Total shareholder return

(%)




Total shareholder return (TSR) combines both share price appreciation and dividends paid. It represents the total return to shareholders over time.



# Managing our business responsibly

We aim to manage our business responsibly, supported by a risk culture that requires us to do what is right to meet our stakeholders' expectations and regulatory obligations.

## Embedding a strong risk culture

Effective governance supports the delivery of our strategy and provides the foundations to meet stakeholder expectations and regulatory obligations. Since the 2018 APRA Prudential Inquiry, we have focused on strengthening our governance, culture and accountability, and continue to enhance our policies, systems and processes to support improved outcomes for stakeholders.

The pursuit of customer excellence and a commitment to learn and get better every day underpin how we work at CBA. We are committed to retaining the corporate memory of the Prudential Inquiry and know that sustaining our culture requires deliberate effort. We aspire to have a risk culture that adapts to the changing landscapes, supports the right outcomes and helps us navigate unfamiliar circumstances and operate within risk appetite. The maturity of our risk culture is actively assessed, including through our annual risk culture assessment overseen by the Board.

The Board plays a key role in overseeing our culture and corporate governance frameworks. It also oversees efforts to improve customer outcomes and considers the environmental and social (E&S) impact of our activities. The Board oversees the Group's Risk Management Framework (RMF) and approves the Group Risk Appetite Statement (RAS), as well as key Group policies including the Group Remuneration Policy, Code of Conduct, Group Diversity, Equity and Inclusion Policy, Group E&S Policy and Framework, Group AI Policy and Group Work Health and Safety Policy.

For more information on how we aim to manage our business responsibly, see pages 46–50 of our 2026 Annual Report.

### Using AI responsibly

AI is developing rapidly, and we recognise that ineffective governance may lead to adverse outcomes for our customers and communities, as well as impact our legal, regulatory and reputational outcomes. We are committed to transparency in how we develop and manage AI at the Bank, with a focus on responsible practices and strong guardrails.

Our Group AI Policy and Standard set out the requirements, processes and guidance for the responsible design, development, deployment and ongoing management of AI systems. Risks associated with AI are managed through our existing RMF and supporting policies. We have also developed six responsible AI principles covering E&S impacts, fairness, transparency, privacy and data protection, reliability and security, and accountability, which guide how we apply our RMF and policies across the AI lifecycle. For GenAI, we have developed AI guardrails to help manage key risks, acting as a safety mechanism to help prevent harmful, inaccurate or inappropriate outputs.

### Combatting financial crime

We continue to invest in strengthening our financial crime capability through our specialist expertise and foundational technology. These investments enhance our detection, investigation and disruption capabilities, support compliance with evolving Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) requirements and contribute to the prevention of broader economic crime.

We work closely with industry partners, regulators and law enforcement agencies to support efforts to disrupt serious and organised crime. Through our ongoing contribution to the Fintel Alliance, we collaborate to combat money laundering, terrorism financing and other serious crimes. This year we contributed to shared intelligence that helped identify and disrupt criminal networks involved in the sale of illicit tobacco.

# Our approach to corporate governance

Our governance approach is based on diligence, clear accountability, effective delegation and oversight to support sound decision-making. We seek to deliver balanced outcomes for stakeholders and sustainable returns for our shareholders.

In a more uncertain and constrained environment, building strong domestic institutions matters more than ever. Long-term decision-making, supported by strong corporate balance sheets, underpins Australia's future prosperity. It is critical the Bank delivers on our purpose and strategy to support our customers and Australia through challenging periods.

The past year has reminded us that we continue to operate in a more fragmented geopolitical environment. Prolonged conflict in the Middle East is disrupting critical supply chains, adding to pressure on Australian households and businesses from persistent inflation, and higher interest rates and energy prices. Progress on important national challenges such as housing affordability, living standards, sovereign capability, and secure, reliable affordable energy has also remained slow. This is weighing on consumer and business sentiment.

Australia remains an attractive country to live, work and start a business. We are committed to building a brighter future for all and have a role to play in addressing these national challenges. As the bank for all Australians we can advocate for policy settings that are in the national interest.

Australia's experience through the Global Financial Crisis and the COVID-19 pandemic taught us that strong domestic institutions act as shock absorbers for the economy.

The Board remains focused on disciplined long-term decisions, careful capital allocation and maintaining trust, so the Bank stays resilient and we can keep supporting Australia through uncertainty. Our strong financial performance this year, including a fully franked full year dividend of $5.05 per share, reflects the benefits of this discipline.

## Overseeing our strategic priorities

At the heart of the Bank's strategy is growing our share in retail and business banking. Productivity, wages and living standards depend on sustained investment in productive capacity. This is why we are intentionally growing lending to Australian businesses to support Australia's economic growth that underpins our standard of living.

This year we have spent considerable time understanding AI's potential to improve productivity across the economy and our own business. The Board has monitored CBA's investments in priority use cases to help improve customer experiences and responsibly run the Bank. Realising these benefits requires investment in our people's skills, data governance, secure infrastructure and energy capacity, so that our customers and the broader economy can share in the benefits.

As Australia's leading bank, we are well positioned to compete with digital banks, non-bank providers and global technology companies. Disciplined execution of our strategy remains key to delivering long-term value for all stakeholders, especially our shareholders.

**Learn more about our strategy on pages 14–23 of our 2026 Annual Report.**

## Maintaining balance sheet strength

APRA has reiterated that Australia's financial system remains resilient in an increasingly volatile and interconnected world. A resilient national balance sheet is good for the nation. It enables Australia to invest in the goods, services and infrastructure the country needs. Strong capital, liquidity and prudential safeguards help us absorb shocks and maintain critical services to households and businesses, even as economic conditions change.

The Board also sees the Bank's balance sheet strength as both a strategic asset and a resilience mechanism. Balance sheet strength is essential to maintaining confidence, funding the economy and supporting customers when conditions deteriorate. Maintaining this strength requires the right policy and regulatory settings.

Competition, consumer protections and system resilience need to be balanced through economic cycles, recognising that access to offshore capital supports lending and investment, and may become constrained during periods of stress. Regulation should be applied evenly to like-for-like services, with costs shared fairly. Industry profitability needs to support necessary investment, service delivery and shareholder returns.

We remain focused on preserving strength across capital, liquidity, long-term funding and provisioning, recognising that resilience must be built before it is needed. Delivering returns above the cost of capital is essential. This is what enables us to keep lending, be there for our customers, invest in our franchise and pay a sustainable dividend.

**Learn more about our financial performance on pages 38–45 of our 2026 Annual Report.**

## Governing our key risks

Effective governance, a strong risk culture and clear accountability help the Bank deliver good risk outcomes and maintain trust. In an uncertain operating environment, Directors should be curious, ask what is changing and consider how this could impact the Bank's business model and risk appetite. Supported by the Risk & Compliance and Audit Committees, the Board has continued to oversee the Bank's management of financial, non-financial and strategic risks.

The right risk culture enables innovation and supports our ambition to exceed customers' expectations. Sustaining it requires persistent focus and a commitment to preserving the corporate memory of the Prudential Inquiry. Risk culture measures during the year showed continued progress while also highlighting areas for further improvement. The Board has supported management efforts to role model constructive challenge, surface issues early and learn from mistakes.

Our annual Risk Management Declaration (RMD) to APRA assists the Board in identifying material risks where we need to strengthen our approach. Areas of focus include cyber security, operational resilience, fraud and scams, and financial crime compliance. In financial crime we are investing to build capabilities that meet the expectations of our regulators and the community.

Economic crime continues to impose real costs on households, businesses and trust in digital systems. The Board has maintained its focus on the Bank's investment in helping to protect customers and communities, recognising these threats evolve alongside technology. We support a system-wide approach to economic crime with government, telecommunications, digital platforms and financial institutions taking coordinated action to reduce harm.

**Learn more about how we manage our risk on pages 73–83 of our 2026 Annual Report.**

## Focusing on executive performance

Succession planning remains a focus so that the Bank has the right executives in the right roles, leading with the right behaviours and values to deliver our strategy and enhance franchise value.

Values are our compass. They guide how we balance performance with trust, shareholder returns with social licence, and speed with safety. Our people are required to demonstrate sound capability, focused execution and model our values and behaviours every day.

Our values, leadership principles and remuneration framework are designed to help attract, develop and retain executives at all levels and reinforce our desired culture. With the support of the People & Remuneration Committee we thoroughly review executive performance, tenure and succession plans.

**Learn more about our approach to remuneration on pages 150–182 of our 2026 Annual Report.**

## Enabling board effectiveness

Strong institutions are a result of sustained focus on governance. We continue to pay careful attention to robust and deliberative discussions at Board and Committee meetings. As Chair, I set clear expectations for how Directors are to contribute to the functioning of the Board.

To be effective, your Board needs to understand how the operating environment is shifting and its implications for the Bank's business model. Directors need diverse skills and experience to apply considered judgement. They are required to keep learning, use values to balance stakeholder perspectives and participate in respectful but rigorous debates. Stewardship requires Directors to be clear on trade-offs, disciplined on capital and to never lose sight of the people and the communities impacted by our decisions.

Our skills matrix is regularly reviewed to reflect the skills, judgements and experience needed to oversee sound management of a bank. This year we adjusted our banking skill to reinforce the importance of having Directors with deep retail, commercial, risk or capital management banking experience. We continue to recognise the importance of risk management, digital and technology, customer outcomes, strategy and governance experience, as well as operational expertise running large businesses.

During the year, the Board welcomed Jane McAloon AM as an independent Non-Executive Director. Jane brings a breadth experience from both the business and government sectors, as well as extensive governance expertise.

**Learn more about our approach to Board composition, renewal and skills on pages 61–63 of our 2026 Annual Report.**

# Our approach to risk management

Our RMF sets out how we identify, measure, monitor and respond to risks to support disciplined decision-making, operate within risk appetite and deliver on our purpose.

Our RMF outlines the Bank's expectations for how risks are identified, measured, monitored and responded to, and is supported by our RAS, which defines the level of risk the Bank is willing to accept in delivering its strategy.

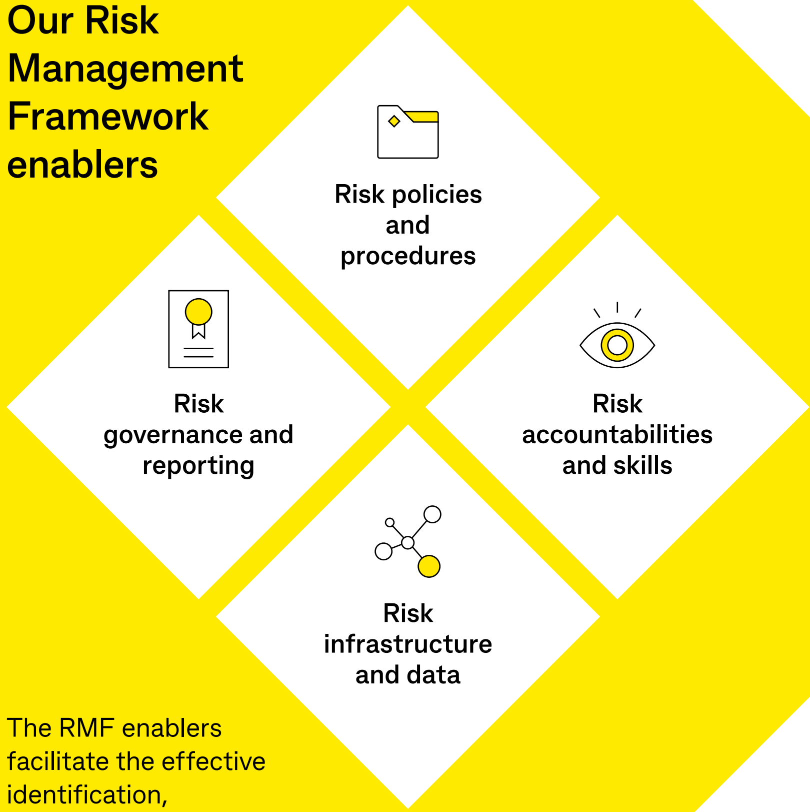
The RMF is comprised of the systems, structures, policies, processes and people that work together to identify, assess and mitigate internal and external sources of risk. The Board-approved RAS helps embed a culture focused on disciplined risk management, enabling risk management within approved appetite.

All material risks, and the Bank's approach to managing them, are set out in the RMF, which is reviewed annually by the Executive Leadership Team and the Board. We categorise the material risks the Bank is exposed to as strategic, financial and non-financial risks, with each material risk type subject to specific requirements.

The RMF is also independently reviewed at least every three years by an external reviewer, supported by internal and external audit programs. These reviews, together with the Bank's annual RMD to APRA, contributes to strengthening the RMF in support of the Bank's strategy.

For more information on how we manage our risks, see pages 73–83 of our 2026 Annual Report.

## Our Risk Management Framework enablers

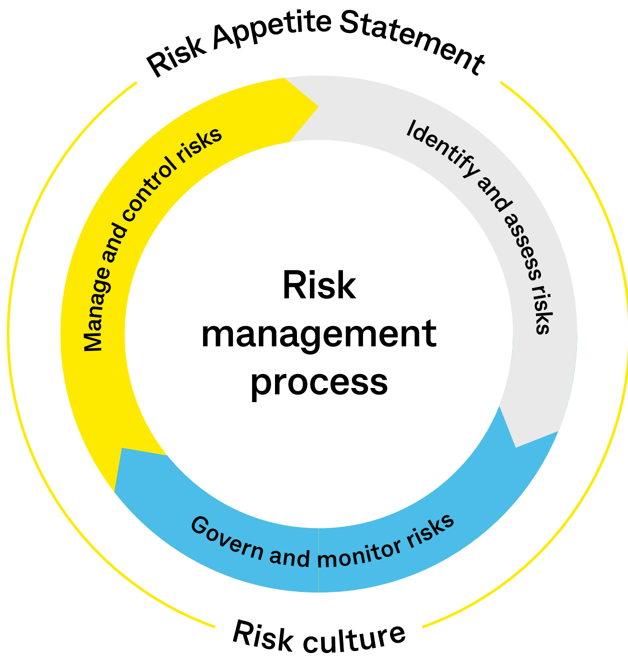



The RMF enablers facilitate the effective identification, measurement, monitoring and response to our material risks.



# Risk management in action

Risk management in action reflects how we consider risk in our day-to-day activities. Our people are accountable for understanding the risks associated with their roles and managing them through sound judgement, appropriate controls and disciplined decision-making.




### Risk appetite

The RAS is reviewed and approved annually by the Board in line with our operating context and evolving risk profile. It supports disciplined risk management and informed risk-taking, with key risk indicators providing early warning signals for material risks. The RAS is embedded into day-to-day decision-making through governance, policies, procedures, delegations and limits.

### Risk culture

Our risk culture reflects the beliefs and behaviours of our people that determine how risks are identified, measured, monitored, and responded to. It is supported by constructive challenge, and an environment where issues are raised early, mistakes are acknowledged and lessons are learned.

### Identify and assess

The Bank uses a range of techniques to identify and measure the risks it is exposed to. These include risk and control self-assessments for operational risks, compliance self-assessments for legal and regulatory obligations, risk indicators to track changes in the internal and external environment, identification of emerging risks, and stress testing to assess vulnerabilities. Systems and models are also used to quantify risks and identify risk exceptions.

### Govern and monitor

The Board and its Committees have ultimate responsibility for the Bank's risk governance. They monitor the Bank's system of internal controls and compliance, and review regular reports on the management of risk, including the adequacy and effectiveness of the Bank's risk management and internal control systems.

### Manage and control

We implement measures to manage and control risks within risk appetite, including policies and procedures that translate our risk appetite and support day-to-day decision-making. These are supported by preventative and detective controls, such as credit settings, portfolio limits and delegated authorities, as well as issue and incident management practices.

# Five-year financial summary

| | 30 Jun 2026 $M | 30 Jun 2025 $M | 30 Jun 2024 $M | 30 Jun 2023 $M | 30 Jun 2022 $M |
|---|---|---|---|---|---|
| **Net interest income** | 25,586 | 24,023 | 22,824 | 23,056 | 19,473 |
| Other operating income | 4,638 | 4,442 | 4,350 | 4,079 | 5,126 |
| Total operating income | 30,224 | 28,465 | 27,174 | 27,135 | 24,599 |
| Operating expenses | (13,755) | (12,996) | (12,218) | (11,858) | (11,428) |
| Loan impairment (expense)/benefit | (788) | (726) | (802) | (1,108) | 357 |
| Net profit before tax | 15,681 | 14,743 | 14,154 | 14,169 | 13,528 |
| Income tax expense | (4,699) | (4,491) | (4,318) | (4,097) | (4,014) |
| **Net profit after tax from continuing operations – cash basis** | 10,982 | 10,252 | 9,836 | 10,072 | 9,514 |
| Net profit after tax from discontinued operations | – | 1 | 11 | 18 | 113 |
| **Net profit after tax – cash basis** | 10,982 | 10,253 | 9,847 | 10,090 | 9,627 |
| Hedging and IFRS volatility | (54) | 53 | 17 | (8) | 108 |
| (Loss)/gain on acquisition, disposal, closure and demerger of businesses | (62) | (190) | (470) | (84) | 955 |
| **Net profit after income tax attributable to equity holders of the Bank – statutory basis** | 10,866 | 10,116 | 9,394 | 9,998 | 10,690 |
| **Contributions to profit (after tax)** | | | | | |
| Retail Banking Services | 5,587 | 5,330 | 5,202 | 5,468 | 5,194 |
| Business Banking | 4,544 | 4,092 | 3,794 | 3,619 | 2,734 |
| Institutional Banking and Markets | 1,258 | 1,238 | 1,135 | 1,068 | 1,068 |
| New Zealand | 1,112 | 1,195 | 1,198 | 1,324 | 1,265 |
| Corporate Centre and Other | (1,519) | (1,603) | (1,493) | (1,407) | (747) |
| **Net profit after tax from continuing operations – cash basis** | 10,982 | 10,252 | 9,836 | 10,072 | 9,514 |
| **Balance Sheet** | | | | | |
| Loans and other receivables | 1,079,452 | 1,007,756 | 942,210 | 926,082 | 878,854 |
| Total assets | 1,452,456 | 1,353,799 | 1,254,076 | 1,252,423 | 1,215,082 |
| Deposits and other public borrowings | 1,012,557 | 937,857 | 882,922 | 864,995 | 857,586 |
| Total liabilities | 1,373,752 | 1,275,023 | 1,180,988 | 1,180,790 | 1,142,397 |
| Shareholders' equity | 78,704 | 78,776 | 73,088 | 71,633 | 72,685 |
| Net tangible assets (including discontinued operations) | 70,189 | 70,694 | 65,488 | 64,235 | 65,746 |
| Risk weighted assets – Basel III (APRA) | 522,407 | 496,145 | 467,551 | 467,992 | 497,892 |
| Average interest earning assets | 1,245,684 | 1,153,684 | 1,144,357 | 1,111,254 | 1,026,910 |
| Average interest bearing liabilities | 1,066,948 | 982,224 | 971,466 | 918,666 | 841,695 |
| Assets (on Balance Sheet) – Australia | 1,217,209 | 1,122,162 | 1,044,500 | 1,044,401 | 1,012,316 |
| Assets (on Balance Sheet) – New Zealand | 118,672 | 126,847 | 117,351 | 118,192 | 112,433 |
| Assets (on Balance Sheet) – Other | 116,575 | 104,790 | 92,225 | 89,830 | 90,333 |
| **Other information** | | | | | |
| Full-time equivalent employees from continuing operations | 51,714 | 51,346 | 48,887 | 49,454 | 48,906 |
| Full-time equivalent employees including discontinued operations | 51,714 | 51,346 | 48,887 | 49,454 | 48,906 |
| Branches/services centres (Australia) | 646 | 659 | 709 | 741 | 807 |
| Agencies (Australia) | 3,304 | 3,363 | 3,445 | 3,491 | 3,526 |
| ATMs | 1,774 | 1,819 | 1,916 | 1,956 | 2,095 |
| EFTPOS terminals (active) | 193,247 | 201,534 | 209,861 | 206,188 | 189,977 |



# Social and governance performance metrics

| | | 30 Jun 2026 | 30 Jun 2025 | 30 Jun 2024 | 30 Jun 2023 | 30 Jun 2022 |
|---|---|---|---|---|---|---|
| **Customers** | | | | | | |
| Total customers [1] | number of million | 18.6 | 18.2 | 17.6 | 17.1 | 16.6 |
| Digitally active customers | number of million | 10.2 | 9.8 | 9.3 | 8.7 | 8.0 |
| CommBank app customers | number of million | 9.7 | 9.1 | 8.5 | 7.8 | 6.9 |
| **Customer complaints** | | | | | | |
| Received | number of | 469,231 | 480,378 | 538,954 | 921,855 | 984,493 |
| Resolved within five days | % | 89 | 89 | 90 | 93 | 94 |
| **Scams** [1] | | | | | | |
| Amount prevented and recovered in scams | millions of dollars | 147 | 148 | 195 | 242 | 135 |
| **Employees** | | | | | | |
| Headcount | number of | 55,308 | 55,850 | 53,262 | 53,754 | 53,056 |
| Full-time (headcount) | number of | 33,295 | 33,504 | 32,259 | 32,228 | 32,303 |
| Part-time (headcount) | number of | 6,082 | 6,444 | 6,755 | 6,656 | 6,858 |
| Casual (headcount) | number of | 299 | 826 | 880 | 529 | 266 |
| **Gender diversity** | | | | | | |
| Women in workforce | % | 52.4 | 52.9 | 53.7 | 54.4 | 55.2 |
| Women in Executive Manager roles [1] | % | 45.3 | 45.6 | 45.7 | 44.7 | 44.1 |
| Women in Senior Leadership (Group Executives) [1] | % | 53.8 | 50.0 | 41.7 | 41.7 | 41.7 |
| **Community investment** | | | | | | |
| Total community investment | millions of dollars | 388.8 | 338.9 | 329.2 | 264.0 | 239.0 |
| RepTrak reputation score [1] | number of | 70.8 | 64.9 | 65.8 | 66.3 | 63.3 |
| Financial Independence Hub (participants supported) [1] | number of | 4,946 | 3,606 | 4,505 | 1,598 | 1,440 |
| Total Australian Indigenous supplier spend [2] | thousands of dollars | 61,712 | 62,694 | 22,654 | 9,078 | 7,028 |
| **Conduct and whistleblowing** | | | | | | |
| SpeakUP Program disclosures | number of | 556 | 408 | 331 | 331 | 317 |
| Whistleblower disclosures | number of | 108 | 68 | 65 | 81 | 96 |

1 Not assured by PwC.
2 In line with our commitment as part of our FY26-28 RAP, we aim to spend a cumulative $100m with First Nations businesses between 1 July 2025 and 30 June 2028.

| **People engagement** | | May 2026 | Sep 2025 | May 2025 | Nov 2024 | May 2024 | Sep 2023 | Mar 2023 |
|---|---|---|---|---|---|---|---|---|
| People engagement index – CBA | % | 85 | 84 | 85 | 85 | 84 | 82 | 84 |

### Assurance report

PwC has provided limited assurance on the metrics on pages 85–89 of our 2026 Annual Report, for the year ended 30 June 2026, or as otherwise specified.

**The PwC Assurance Report is provided on pages 387–394 of our 2026 Annual Report. For all of CBA's sustainability metrics, methodologies and definitions, see pages 84-89 and 134-142 of our 2026 Annual Report.**

# Important notices

## Non-IFRS information

Readers should also be aware that certain financial data in this report may be considered non-International Financial Reporting Standards (non-IFRS) financial information under Regulatory Guide 230 Disclosing non-IFRS financial information published by the Australian Securities and Investments Commission (ASIC), including: Net Profit After Tax (NPAT) (cash basis), Return on equity – cash basis, Earnings per share (cash basis), Dividend payout ratio (cash basis) and Dividend cover (cash basis). Although the Group believes that these non-IFRS financial information provide a useful means through which to examine the underlying performance of the business, such non-IFRS financial information does not have a standardised meaning prescribed by Australian Accounting Standards or IFRS and therefore may not be comparable to similarly titled measures presented by other entities. They should be considered as supplements to the financial statement measures that have been presented in accordance with the Australian Accounting Standards or IFRS and not as a replacement or alternative for them. Readers are cautioned not to place undue reliance on any such measures.

## Guidance on forward-looking statements

This report contains certain forward-looking statements with respect to the financial condition, capital adequacy, operations and business of the Group and certain plans and objectives of the management of the Group. Forward-looking statements can generally be identified by the use of forward-looking words such as "may", "will", "would", "could", "expect", "intend", "plan", "aim", "estimate", "target", "anticipate", "believe", "continue", "objectives", "outlook", "guidance", "goal" or "target" or other similar words, and include statements regarding the Group's intent, belief or current expectations with respect to the Group's business and operations, market conditions, results of operations and financial condition, capital adequacy and risk management.

Such forward-looking statements speak only as at the date of this report and are provided to assist investors with their understanding of the Group. Past performance is not a reliable indicator of future performance. Although the Group currently believes the forward-looking statements have a reasonable basis, they are not certain and involve known and unknown risks and assumptions, many of which are beyond the control of the Group, which may cause actual results, conditions or circumstances to differ materially from those expressed or implied in such statements. Actual results may vary significantly from those anticipated or suggested by forward-looking statements, due to a range of factors, including but not limited to those outlined in the sections titled Our operating context and Managing our risks. Readers are cautioned not to place undue reliance on forward-looking statements particularly in light of: rising macroeconomic uncertainty, heightened geopolitical risks and volatility, increased competitive intensity and the evolving technological landscape.

To the maximum extent permitted by law, responsibility for the accuracy or completeness of any forward-looking statements, whether as a result of new information, future events or results or otherwise, is disclaimed. The Group is under no obligation to update any of the forward-looking statements contained within this report, subject to applicable disclosure requirements.

Any forward-looking statements made by members of the Group's management in connection to this presentation, verbally and in writing, are also subject to the same limitations, uncertainties and assumptions which are set out in this report.



# Shareholder information

## Registered office

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commbank.com.au

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commbank.com.au/internationallocations

## CBA Investor Relations

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commbank.com.au/investors

## All other enquiries

commbank.com.au/contactus

## Share Registry

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Mail: MUFG Corporate Markets (AU) Limited
Locked Bag A14 Sydney South NSW 1235

Toll-free telephone: +61 1800 022 440
Email: cba@cm.mpms.mufg.com
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## Financial calendar

| | |
|---|---|
| 2026 Annual General Meeting (Sydney) | 14 October 2026 |
| Half year results and interim dividend announcement date | 10 February 2027 |
| Interim dividend payable | On or around 1 April 2027 |
| Full year results and final dividend announcement date | 11 August 2027 |
| Final dividend payable | On or around 1 October 2027 |
| 2027 Annual General Meeting (Perth) | 13 October 2027 |

Dates and the location of the Annual General Meeting may be altered should circumstances require.

**Refer to CBA's Financial Calendar at commbank.com.au/financialcalendar**

## 2026 Annual General Meeting

**9:30am (Sydney time)**
**Wednesday 14 October 2026**

This year's AGM will be held at the Hyatt Regency Sydney.

A copy of the Notice of Meeting can be viewed and downloaded at: **commbank.com.au/agm**

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