2026 Corporate Governance Statement

Commonwealth Bank of Australia

ACN 123 123 124

Contents

This is an interactive PDF designed to enhance your experience. The best way to view this report is with Adobe Reader. Click on the links on the contents pages or use the home button in the footer to navigate the report.

Our reporting suite

Our reporting suite contains information on the Bank's strategic priorities, risk management, corporate governance practices as well as our financial, non-financial and sustainability performance. Transparent reporting is essential in communicating to our shareholders and key stakeholders. We continually evolve our reporting to align with changes in legislation, best practice and feedback from our stakeholders.

Annual Report

An in-depth look at our performance for the 2026 financial year.

→ commbank.com.au/2026annualreport

Profit Announcement

A financial report for the 2026 financial year including management discussion and analysis.

→ commbank.com.au/results

Pillar 3 Report

Our capital adequacy and risk disclosures as at 30 June 2026, prepared in accordance with Prudential Standard APS 330 *Public Disclosure*.

→ commbank.com.au/results

Investor Discussion Pack

→ commbank.com.au/results

Sustainability Appendix

→ commbank.com.au/results

1 Governance framework

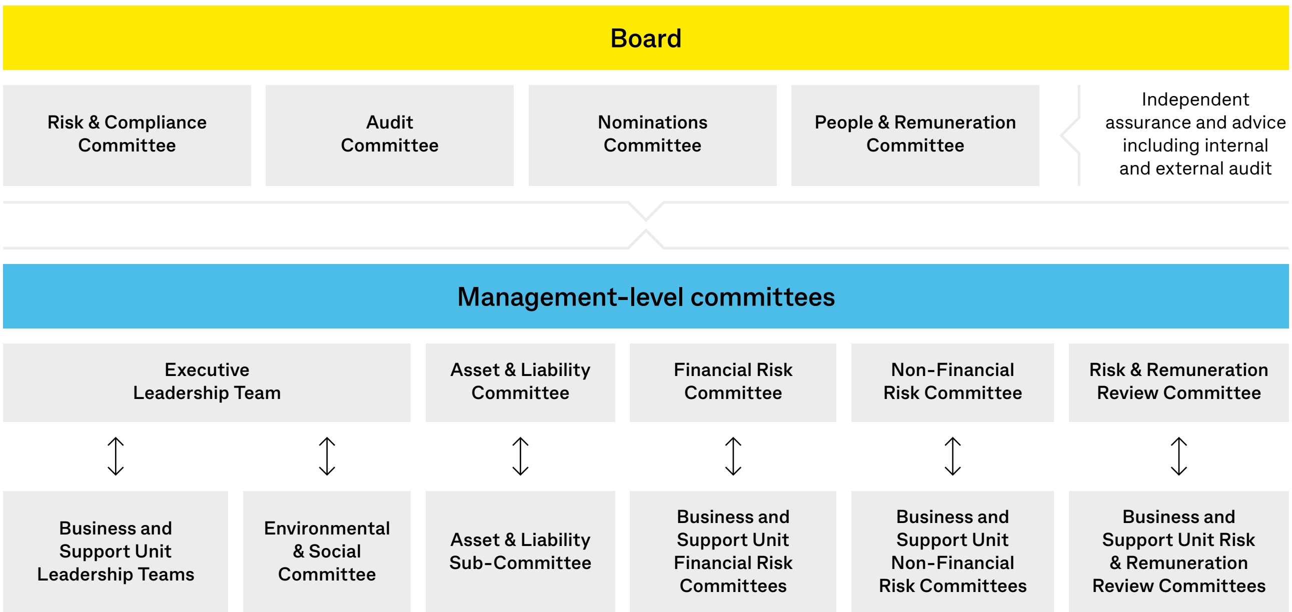
The Commonwealth Bank of Australia (CBA or Bank) is committed to continuously improving our governance practices to support their alignment to our business and stakeholders' needs. Effective corporate governance is key to the Bank's ability to deliver on our purpose and strategy. The Board is responsible for providing leadership and strategic guidance, and overseeing management and delivery of the Group's[1] purpose.

This Corporate Governance Statement (**Statement**) describes the key governance arrangements and practices of CBA. CBA has followed the fourth edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (**ASX CGPR 4**) for the reporting period ending 30 June 2026. CBA must comply with the *Corporations Act 2001* (Cth) (**Corporations Act**), the *Banking Act 1959* (Cth), and the *Financial Accountability Regime Act 2023* (Cth) (**FAR**) amongst other laws, and, as an authorised deposit-taking institution, with governance requirements prescribed by the Australian Prudential Regulation Authority (**APRA**), including Prudential Standard CPS 510 Governance. The Group's main business activities are also subject to industry codes of practice, such as the Australian Banking Association's Banking Code of Practice.

The Board regularly reviews and refines its corporate governance arrangements and practices in light of new laws and regulations, evolving stakeholder expectations and the dynamic environment in which the Group operates.

This Statement has been approved by the Board and is current as at 12 August 2026.

Governance Framework



Arrows represent examples of how information can flow between business units, support units, management committees and the Board. Other matters may be escalated directly to the Board, Board Committee or Management Committee in line with their respective charters.

1 'Group' means the Bank and its subsidiaries.

Board of Directors

Paul O'Malley

Chair and Independent
Non-Executive Director

Matt Comyn

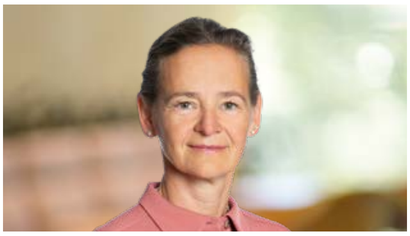
Managing Director and Chief
Executive Officer

Lyn Cobley AM

Independent
Non-Executive Director

Alistair Currie

Independent
Non-Executive Director



Julie Galbo

Independent
Non-Executive Director

Peter Harmer

Independent
Non-Executive Director

Kate Howitt

Independent
Non-Executive Director

Jane McAloon AM

Independent
Non-Executive Director

Simon Moutter

Independent
Non-Executive Director

Rob Whitfield AM

Independent
Non-Executive Director

Mary Padbury retired as a Non-Executive Director on 15 October 2025.
The appointment of **Julie Coates** as a Non-Executive Director was announced on 6 August 2026. Her appointment will take effect on or around 1 September 2026, subject to regulatory requirements.

Full biographies are available on our website at commbank.com.au/ourcompany

2 Lay solid foundations for management and oversight

CBA clearly delineates the roles and responsibilities of its Board, Committees and management, and regularly reviews their performance.

Roles and Responsibilities

The Bank's Governance Framework is based on accountability, effective delegation and adequate oversight to support sound decision-making.

The Board is responsible for approving the strategic objectives of the Group, the risk appetite of the Group, and the Group's Code of Conduct to set the Board's expectations in relation to the Group's values and desired culture.

The Board delegates certain powers to Board Committees to help it fulfil its role and responsibilities. The Board also appoints the Chief Executive Officer (**CEO**). The Board has delegated the management of the Bank to the CEO, except for those matters specifically reserved to the Board or its Committees. The CEO, in turn, may, and has, delegated some of these powers to Group Executives and other officers. The CEO is accountable to the Board for the exercise of the delegated powers and management's performance.

The Board Charter outlines the role, responsibilities and composition of the Board and the manner in which it discharges its responsibilities. The Charter also sets out, at a high level, the respective roles and responsibilities of the Board and management, those matters expressly reserved to the Board, and those delegated to management. The Board Charter is available at commbank.com.au/corporategovernance

The primary purpose of the Board is to oversee the sound and prudent management of the Group, provide leadership and strategic guidance, and oversee delivery of the Group's purpose.

Summaries of the roles and responsibilities of the Board, the Board Chair, the CEO, and each Board Committee are set out below:

Board

Key responsibilities	• Approving the strategic objectives, the Group Risk Appetite Statement, and the Group's Code of Conduct to set the Board's expectations for the Group's values and desired culture.
Strategy, performance and financial plans	• Reviewing the strategic and business plans, and approving the financial plans to be implemented by management. • Overseeing the business of the Group by, except to the extent delegated to the CEO, approving major corporate initiatives, acquisitions and divestments, prescribed business ventures or partnerships, external investments and operational expenditure.
Risk management	• Overseeing the Group's Risk Management Framework and its operation by management. • Approving the Group's Risk Appetite Statement and Risk Management Approach and any key risk frameworks and policies for managing financial and non-financial risks reserved for the Board.
Customer experience and outcomes	• Overseeing the Group's efforts to improve the experience and outcomes of CBA's customers.
Capital, funding and liquidity	• Approving capital management initiatives, including relating to payment of dividends, and policies and processes, including the Group Capital Policy. • Approving the Annual Funding Plan and liquidity policies, including the Group Liquidity Policy.
Financial reporting	• Approving the Group's half and full year financial statements and reports, the half and full year Pillar 3 reports and the quarterly trading updates, and overseeing the integrity of the Group's accounting and corporate reporting systems.
Continuous disclosure	• Overseeing CBA's continuous disclosure process and approving the Group Continuous Disclosure Policy.
CEO and management	• Appointing, replacing and assessing the performance (in conjunction with the Nominations, Risk & Compliance, Audit, and People & Remuneration Committees) of the CEO. • Overseeing succession planning for the CEO and the CEO direct reports[1] (in conjunction with the Nominations Committee and the People & Remuneration Committee, respectively).

1 Throughout this Statement, 'CEO direct reports' refers to all Group Executives and excludes those direct reports of the CEO who are not Group Executives. The Board of ASB Bank Limited (ASB) retains direct responsibility for any decision relating to the appointment, and performance and remuneration, of its Chief Executive Officer.

Board	
Remuneration and performance	• Approving the remuneration arrangements, including remuneration deferrals and breach consequences under the Group FAR Policy, performance scorecard measures and outcomes, and termination payments as required, for the CEO and the CEO's direct reports or as required by regulators or relevant Group policies following an assessment of performance and risk behaviours. • Approving new, or material amendments to, performance management frameworks, variable remuneration plans, employee and CBA Non-Executive Director equity plans, and employee superannuation and pensions, and benefits of material value to employees. • Determining the fees payable to CBA Non-Executive Directors within the shareholder-approved fee pool limit.
Environmental & social	• Considering the environmental and social impact of the Group's activities and approving the Group Environmental & Social Framework and Policy, and the associated corporate and climate-related disclosures.
Diversity	• Approving the Group Diversity, Equity and Inclusion Policy, and measurable diversity objectives and metrics (in conjunction with the Nominations and People & Remuneration Committees).
Governance	• Overseeing and monitoring relevant corporate governance frameworks for the Group.
Work health and safety	• Approving relevant Work, Health & Safety (**WHS**) policies and monitoring WHS matters.

Chair	
Key responsibilities	• Fostering open, inclusive, and, where appropriate, robust discussion and debate. • Maintaining a regular, open and constructive dialogue with the CEO and management, serving as the primary link between the Board and management. • Representing the views of the Board and CBA to stakeholders, including shareholders, regulators and the community. • Liaising with the Group Company Secretary in relation to the Board's information requirements to assist the Board with effective decision-making. • Setting the Board agenda together with the CEO and the Group Company Secretary, with appropriate time and attention allocated to matters within the responsibilities of the Board.

CEO	
Key responsibilities	• Leading the Executive Leadership Team and instilling the Group's Code of Conduct across the Bank. • Implementing the strategic, business and financial objectives and/or plans. • Analysing the impact on strategic objectives and financial position when allocating resources or capital, approving expenditure or making financial decisions. • Assessing reputational consequences of decisions or actions taken. • Implementing processes, policies and systems together with appropriate controls to effectively manage the operations and risk of the Group. • Implementing processes for the provision of timely and accurate information to the Board to enable it to carry out its responsibilities. • Consistently with Board-approved strategy, representing CBA's views to stakeholders, including shareholders, government, regulators and the community.

Board Committees

The Board has four standing Committees that assist it in carrying out its responsibilities. These are the:

- Audit Committee;
- Nominations Committee;
- People & Remuneration Committee; and
- Risk & Compliance Committee.

The People & Remuneration Committee meets concurrently with the Nominations Committee, Risk & Compliance Committee and Audit Committee at least annually to consider matters relevant to executive performance and the determination of remuneration outcomes for the CEO and the CEO direct reports. In FY26, three concurrent meetings were held.

The roles, responsibilities and composition requirements of each Board Committee are detailed in its respective Charter, and are summarised in the following table. The Charters are reviewed periodically and are available on our website at commbank.com.au/corporategovernance. The following table also includes a summary of each Committee's key responsibilities and priorities over the past financial year. All Board Committees are chaired by an independent Non-Executive Director.

Membership and composition requirements	Key responsibilities	2026[1] focus areas
Audit Committee		
Members[2] as at 30 June 2026: Peter Harmer (Committee Chair) Alistair Currie Julie Galbo Kate Howitt Paul O'Malley Rob Whitfield AM **Must:** • have at least three independent Non-Executive Directors (**NEDs**); • include the Risk & Compliance Committee Chair; • not be chaired by the Board Chair; and • comprise members who are financially literate, and between them, are to have accounting and financial expertise and sufficient understanding of the financial services industry to fulfil the Committee's responsibilities.	**Assists the Board on matters relating to oversight and review of:** • external reporting of financial information for the Group; • the internal control framework for the Group; • the internal auditor (**Group Auditor**), the internal audit function (**Group Audit & Assurance**) and the external auditors (**External Auditors**); and • the Group's Risk Management Framework (in conjunction with the Risk & Compliance Committee).	**2026 focus areas:** Reviewing significant accounting and financial reporting processes and issues. Overseeing and reviewing the Group's internal control framework. Reviewing key audit findings and insights. Monitoring the progress of the remediation of audit findings, and reporting from Group Audit & Assurance. Reviewing and making recommendations to the Board in relation to the full and half year financial results and Basel III Pillar 3 Reports (**Pillar 3 Reports**). Reviewing management reports on significant whistleblower and misconduct investigations (including into Code of Conduct breaches), trends, insights and operational matters.
Nominations Committee		
Members as at 30 June 2026: Paul O'Malley (Committee Chair) Lyn Cobley AM Peter Harmer Rob Whitfield AM **Must:** • have at least three independent NEDs; and • be chaired by the Board Chair.	**Assists the Board on matters relating to oversight and review of:** • Board and Board Committee composition; • appointment, election and re-election of NEDs; • Director induction programs; • Director independence assessments; • performance review processes for the Board and Board Committees; • succession planning for, and performance of, the CEO; • diversity of the Board and boards of nominated operating entities; and • the Subsidiary Governance Policy which includes requirements for the appointment to, and performance of, boards of nominated operating entities.	**2026 focus areas:** Board renewal. Director Induction and Education Program review. Committee composition review. Board Skills Matrix review. Subsidiary and minority interests governance. Board and Committee Performance Review Board diversity.

1 References to 2026 are references to the financial year ended 30 June 2026.

2 The relevant qualifications and experience of the members of the Audit Committee are available on pages 64–67 of the 2026 Annual Report and on our website at commbank.com.au/ourcompany

Membership and composition requirements	Key responsibilities	2026[1] focus areas
People & Remuneration Committee		
Members as at 30 June 2026: Simon Moutter (Committee Chair) Lyn Cobley AM Kate Howitt Paul O'Malley **Must:** • have at least four independent NEDs; • include a Risk & Compliance Committee member; and • not be chaired by the Board Chair.	**Assists the Board on matters relating to oversight and review of:** • organisational culture, inclusion and diversity, health, safety and wellbeing, and misconduct; • executive talent management; • the Group's remuneration framework, including remuneration strategies, recognition programs, Group Remuneration Policy and other people-related policies; • remuneration arrangements for NEDs of CBA; • remuneration arrangements and outcomes for the CEO, CEO direct reports, 'Accountable Persons' (as defined under the Group FAR Policy and Procedure), other specified roles in the Group, and other roles as determined by the Board or the People & Remuneration Committee.[2]	**2026 focus areas:** Receiving reports on the health, safety and wellbeing of employees. Reviewing talent development and succession plans for senior leaders and other critical roles. Reviewing remuneration and recognition strategy and programs. Reviewing and making recommendations to the Board in relation to the Remuneration Report. Reviewing the Group's measurable diversity objectives. Reviewing and making recommendations to the Board in relation to the Organisational Culture Plan.
Risk & Compliance Committee		
Members as at 30 June 2026: Rob Whitfield AM (Committee Chair) Lyn Cobley AM Alistair Currie Julie Galbo Peter Harmer Simon Moutter Paul O'Malley **Must:** • have at least four independent NEDs; and • include the Audit Committee Chair and a People & Remuneration Committee member	**Assists the Board on matters relating to oversight and review of:** • the governance of risks impacting the Group; • the design, implementation and operation of the Group's Risk Management Framework and the Group's Risk Management Approach; • monitoring the risk appetite and assessing the overall risk profile of the Group and within the material risk types; • monitoring the effectiveness of the compliance management framework; and • risk culture and behaviours.	**2026 focus areas:** Reviewing the Group Risk Appetite Statement and recommending it to the Board for approval. Reviewing the key risk frameworks and policies relating to the Group's material risk types, other than those delegated to management. Reviewing the Risk Management Declaration required to be delivered to APRA and receiving periodic updates on focus areas. Monitoring the management of financial crime risks. Receiving reports on the Group's significant emerging risks and the key actions being taken in response to them. Reviewing risk culture, including the annual risk culture assessment. Monitoring the management of risks associated with artificial intelligence.

From time to time, other special purpose Committees are established to assist the Board, or to exercise a delegated authority of the Board. Unless a conflict arises, all Directors have access to Board Committee papers, may attend Committee meetings (other than Nominations Committee meetings), and receive minutes of Committee meetings even if they are not a member of the relevant Committee. Board Committee Chairs provide reports on Committee business to the Board at Board meetings.

1 References to 2026 are references to the financial year ended 30 June 2026.
2 The Board of ASB retains direct responsibility for any decision relating to appointment, and performance and remuneration, of its Chief Executive Officer.

Board and Board Committee Meetings

In the 2026 financial year, the Board held twelve meetings. These included six multi-day Board and Committee meetings with structured, standing agendas, and six shorter Board meetings. Two strategy deep-dives were also held as part of the multi-day Board meetings. So that the Board and Committee time is used efficiently and effectively, and discussions reflect the Bank's priorities, agendas are reviewed by the respective Chairs, in consultation with the Group Company Secretary and the CEO.

For more information about the number of Board and Board Committee meetings held in the 2026 financial year, and each Director's attendance at those meetings, see page 148 of the 2026 Annual Report.

Director appointment process

The Board, with the assistance of the Nominations Committee, conducts a formal selection process before appointing new Non-Executive Directors. Professional consultants are engaged, as required, to identify prospective Director candidates.

Upon a recommendation from the Nominations Committee, the Board evaluates Director candidates against the Director Appointment Criteria set out in the CBA Board Appointment, Renewal and Performance Policy (**CBA BARP Policy**).

The Group undertakes appropriate checks before appointing a person as a Non-Executive Director or recommending that person to CBA's shareholders as a Non-Executive Director. Those checks include criminal record and bankruptcy checks, and checks of the person's educational qualifications and employment history. This process also applies to eligible candidates who self-nominate for election.

As all Non-Executive Directors are considered Responsible Persons[1] by APRA, they must be assessed in accordance with the Group's Fit and Proper Policy before commencing as a Non-Executive Director. Non-Executive Directors are also registered by CBA with APRA and the Australian Securities and Investments Commission as 'Accountable Persons', as required under the FAR.

Each Non-Executive Director has a written agreement with the Bank setting out the terms of their appointment. All persons appointed as Non-Executive Directors of the Bank must stand for election at the next Annual General Meeting (**AGM**) following their appointment. In addition, Non-Executive Directors must not hold office without re-election beyond the third AGM following the meeting at which the Director was last elected or re-elected.

CBA will provide shareholders with disclosure of all material information relevant for a shareholder to make a properly informed decision on whether to elect or re-elect a Director at an AGM, including the Board's recommendation.

Fit and Proper

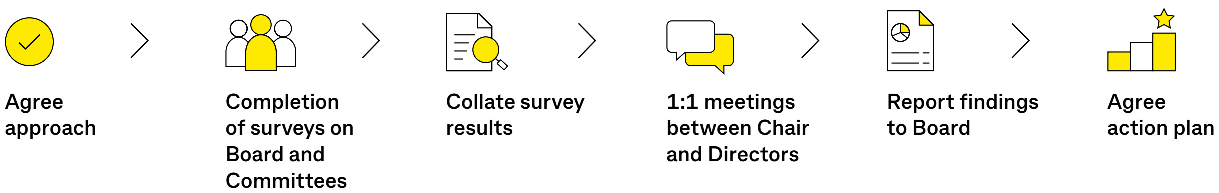
The Group Fit and Proper Policy addresses the requirements of APRA's Prudential Standard CPS 520 (Fit and Proper). The policy requires that all persons appointed to a Responsible Person role (including CBA Directors) satisfy the fit and proper requirements prior to their appointment, and to be re-assessed annually, or at any time when information becomes known that may result in the person being assessed as not fit and proper.

Performance Evaluation

The Board recognises the importance of continuously monitoring and improving its performance, the performance of its Committees and individual Directors. Under their respective Charters, the Board and the Committees are required annually to assess their performance and that of the individual Directors.

In 2026, an internal evaluation was carried out in relation to the performance of the Board and each standing Committee. The process involved the completion of a survey by Directors, Group Executives, the Group Auditor and the Group Company Secretary covering matters such as Board and Committee roles and responsibilities, effectiveness and engagement, and reporting on the performance of each Director and the Chair. A Performance Review Report was prepared and provided to the Board. The Board Chair also met with each of the Directors and two-way feedback was provided.

An independent external performance evaluation of the Board and its Committees is conducted at least once every three years, with the most recent review conducted in 2024. In the intervening years, an internal assessment is conducted, with the support of the Group Company Secretary, and reported to the Board.



1 Responsible Person is defined by APRA's Prudential Standard CPS 520 (Fit and Proper).

Board Access to Information and Independent Advice

The Board has free and unfettered access to senior management, and any other relevant internal or external party and information, and may make any enquiries necessary to fulfil its responsibilities.

Directors are entitled to seek independent advice at the Bank's expense, including by engaging and receiving advice and recommendations from appropriate independent experts with the prior approval of the Board Chair.

Executive Leadership Team Appointments

The CEO and the CEO direct reports have written executive employment agreements which set out the terms and conditions of their employment.

The Group undertakes background checks prior to appointing members of the Executive Leadership Team, and the Group Fit and Proper Policy requires fit and proper assessments for persons appointed to a Responsible Person role, as outlined on page 9 of this Statement. The Board of ASB retains direct responsibility for any decision relating to appointment, and performance and remuneration, of its CEO.

Company Secretaries

The Board has appointed three Company Secretaries – Karen O'Flynn, Vicki Clarkson and Wendy Lee. Full biographies of the Company Secretaries are available on our website at commbank.com.au/ourcompany

The Group Company Secretary, Vicki Clarkson, is accountable directly to the Board, through the Chair, on matters relating to the proper functioning of the Board. All Directors have direct access to the Group Company Secretary.

Entity Governance

The Board has adopted a suite of entity governance policies and associated documents, which includes the following:

1. CBA BARP Policy which sets standards for the appointment, independence, renewal, evaluation and tenure of Directors on the Board. The CBA BARP Policy is available on our website at commbank.com.au/corporategovernance;
2. Subsidiary Governance Policy, which outlines the corporate governance standards to be applied by subsidiaries including standards for the appointment, independence, renewal, evaluation, and tenure of directors on the boards of subsidiaries; and
3. Minority Interests Policy, which outlines the roles and responsibilities relating to the ongoing management of minority interests held by the Group. A minority interest is an investment in an entity in which the Group has a minority (less than 50% ownership) non-controlling interest.

Diversity, Equity and Inclusion

Diversity, Equity and Inclusion Policy

The Group Diversity, Equity and Inclusion (DEI) Policy outlines our approach and commitment to diversity, equity and inclusion. The policy states the principles our people are expected to work towards to deliver a workplace that is safe, accessible and inclusive, where everyone feels valued and respected.

In accordance with the Board Charter, the Board is responsible for approving the Group's DEI Policy, and annually setting measurable objectives in relation to diversity and assessing progress against achieving them (in conjunction with the Nominations and People & Remuneration Committees). Further details about these objectives are set out below and on page 33 of the 2026 Annual Report.

The Group DEI Policy is available on our website at commbank.com.au/policies

Building a Diverse, Equitable and Inclusive Culture

The Bank is building an inclusive culture that embraces the diversity of our people, customers and communities and role models reconciliation. We want our people to feel respected, safe and included at work.

Our DEI strategy is centred on three key pillars:

- Systems and Processes: We understand and address barriers to diverse representation at all levels, to enable equity for all. We deliver data insights that inform equitable decision-making in moments that matter.
- Mindsets and Behaviours: We learn, recognise and amplify the unique differences of our people and teams. We build knowledge, capability and confidence to embed inclusion in our ways of working and teams.
- Leadership: We equip leaders with the skills to champion and role model inclusion.

The Bank's DEI strategy is available on our website at commbank.com.au/diversity

Gender Diversity

The Nominations Committee assists the Board with setting and approving measurable objectives for gender diversity in the composition of the Board and the boards of nominated operating subsidiaries. The People & Remuneration Committee assists the Board in overseeing measurable workforce equity and representation objectives, including gender diversity across the workforce and Senior Executive[1] roles, and related public commitments.

The measurable objective for the composition of the Board is to maintain at least 40% female membership, 40% male membership and 20% of any gender that holds the relevant skills and experience. As at 30 June 2026, women represented 40% of the Board. See page 14 for more information about the gender diversity of the Board.

The measurable objective set for the composition of the Bank's workforce generally is to maintain no less than 50% female representation. As at 30 June 2026, women represented 52.4% of the Bank's workforce overall.

The measurable objective set for the composition of our Senior Executive role levels is to achieve 47–50% female representation by 2028. To support leadership accountability for this measurable objective, progress is evaluated against internal milestones set at a Business Unit level. As at 30 June 2026, women represented 45.3% of Senior Executives.

For more information, refer to page 33 of the 2026 Annual Report. A copy of our WGEA report[2] and our Employer Statement can be found on our website.

Cultural Diversity

The People & Remuneration Committee assists the Board in overseeing measurable cultural diversity objectives and representation outcomes across the workforce. The Board has set a measurable objective to achieve 40% cultural diversity representation in Senior Executive roles levels by 2028.

For more information, refer to page 33 of the 2026 Annual Report, and our website at commbank.com.au/diversity

1 For the purposes of reporting against our measurable objectives, Senior Executive is defined as roles at the level of Executive Manager and above. This is the percentage of roles at the level of Executive Manager and above filled by women, in relation to the total headcount at these levels as at 30 June. Headcount captures permanent employees working in full-time, part-time, or casual positions, including job share or on extended leave. It excludes ASB businesses in New Zealand, fixed term contractors and contingent workers.

2 2025–2026 Workplace Gender Equality Agency public report for the CBA submission group, which includes Commonwealth Bank of Australia, and BWA Group Services Pty Ltd (Bankwest).

Employee Networks

The Bank's employee-led networks play a vital role in creating an inclusive culture and are central to delivering our DEI strategy. They do this by elevating the voices of our people, facilitating their experience being heard, strengthening inclusive leadership, and helping to identify and address barriers to opportunity across the organisation.

Employee networks contribute strategic insights that inform decisions, policies and employee experience across priority areas including gender equity, cultural diversity, reconciliation, accessibility and disability, LGBTQIA+ inclusion, and age and life stage. This work supports delivery of our public diversity commitments, enhances employee engagement and retention, and helps translate employee insight into practical improvements in systems, processes and ways of working.

Through their activities, networks also promote respect and inclusion, particularly around days of significance.

The seven employee-led networks are: AdvantAge (life-stage and age), Elevate (gender equity), Enable (accessibility and inclusion for people with disability, who are neurodivergent and/or carers), Mosaic (cultural diversity), Unity (LGBTQIA+ inclusion), Veterans (reservists, veterans and their spouses) and Yana Budjari (Aboriginal and Torres Strait Islander peoples and cultures).

For more information, refer to our website at commbank.com.au/diversity

Supporting Working Parents

We recognise that the sharing of caring responsibilities for families promotes workforce participation. With this in mind, we have been working to provide an approach to parental leave and support for carers that is gender inclusive, particularly, to increase men's access to parental leave.

The Bank offers 18 weeks gender-neutral paid parental leave, in addition to paying superannuation for up to 52 weeks.

In the 2026 financial year, 43.5%[1] of employees who were allocated parental leave were men. Over half our people are navigating work and family responsibilities, so we are proud to be certified as a Family Inclusive Workplace by UNICEF Australia and Parents At Work.

1 This metric represents the number of male employees allocated parental leave during the reporting period (including those who have left the Group) as recorded in the Group's human resources system, following submission of a birth or placement notification and manager approval, as at 30 June 2026. It excludes ASB businesses in New Zealand.

3 Structure the Board to be effective and add value

The Board skills matrix and an overview of the Board's composition and key corporate governance practices follows.

Board Skills Matrix

The Board Skills Matrix (**Matrix**) is set out below. It sets out the skills and experience considered essential to the effectiveness of the Board and its Committees. Each year, the Board, with the assistance of the Nominations Committee, reviews the Matrix to align the prescribed skills and experience with the Bank's existing and emerging strategic, business and governance issues. The Matrix is also used to guide the identification of potential director candidates as part of the ongoing Board renewal process.

Skills and experience		Relevance to CBA
Leadership 9 1	Held senior leadership role such as CEO or similar position in an organisation of significant size or complexity.	Setting strategy and evaluating the performance of senior leaders.
Banking 5 3 2	Experience in the banking sector, including retail and commercial banking, risk management, regulation, and capital management.	Understanding of the operational landscape, opportunities and challenges in the sector, and assessing complex financial, risk and capital management initiatives.
Financial expertise 9 1	Experience in financial reporting and accounting, and overseeing capital and financial performance.	Evaluating and approving financial statements and capital allocation.
Strategy and global perspective 10	Experience in leading, developing or executing strategic business objectives, including bringing to bear a global perspective.	Reviewing and setting the organisational strategy in a global context.
Governance 8 2	Experience as a Non-Executive Director of a listed entity (Australia or overseas) and/or understanding of legal and regulatory frameworks underpinning corporate governance principles.	Understanding relevant legal and regulatory frameworks to effectively perform the role of Director.
Risk management 8 2	Experience in identifying, assessing and monitoring systemic, existing and emerging financial and non-financial risks.	Monitoring risk appetite, assessing the overall risk profile and adapting to emerging trends.
Digital and technology 3 4 3	Experience in technology, governance of the use of artificial intelligence, data and analytics, digital transformation and innovation and their impacts on customer experience and cyber security and other technology risks.	Overseeing the Bank's digital strategy and associated risks.
Enhanced customer outcomes 6 3 1	Understanding of the changing needs of customers with a focus on improving their financial wellbeing and enhancing their experience.	Providing constructive challenge to support the Bank to meet the needs of its customers.
Stakeholder engagement 10	Experience in building and maintaining trusted and collaborative relationships with governments, regulators and/or community partners.	Monitoring that an effective engagement program with regulators and other stakeholders is in place.
People and culture 10	Understanding organisational culture, succession planning, and remuneration and reward frameworks.	Overseeing the culture of the Group and upholding the Code of Conduct.
Environment and social 4 6	Experience in overseeing environmental and social practices including strategies designed to respond to material climate related risks and opportunities.	Overseeing environmental and social policies, frameworks and strategies.

High competency, knowledge and experience · Practised/direct experience · Awareness

Individual skills matrices have also been developed for each of the Board Committees.

Director Independence

In order for the Board to discharge its responsibilities, it is important that Non-Executive Directors are independent, collectively have the relevant skills and experience, and represent a diverse range of views and thinking. This supports sound decision-making by the Board.

The Board has adopted certain standards to assess whether a Director qualifies as an independent Non-Executive Director upon appointment, and to consider the ongoing independence of Non-Executive Directors (**Independence Standards**). These Independence Standards are aligned to Recommendation 2.3 of the ASX CGPR 4.

In accordance with those Independence Standards, the Board considers a Non-Executive Director to be independent where they are independent of management and free of any Interests[1] that might influence, or could reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the Bank as a whole rather than the interests of an individual security holder or other party.

Each Non-Executive Director must disclose all Interests that may affect the exercise of their unfettered and independent judgement as a Director prior to their appointment or election, and promptly as and when circumstances change. Disclosure extends to include relevant Interests of associates such as close family members and family companies.

The Nominations Committee assesses the independence of each Director candidate and Non-Executive Director against the Independence Standards based on their disclosure of Interests and/or on the annual Non-Executive Director declaration and makes a recommendation to the Board regarding Non-Executive Director independence.

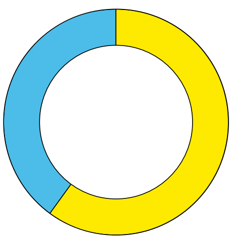
The Board considers that all of its Non-Executive Directors, including the Chair, were independent during the 2026 financial year and continue to be independent as at the date of this Statement.

Board Composition and Effectiveness

The Directors on the Board represent a range of ages, nationalities and backgrounds. The Board's objective is for the Board to maintain at least 40% female membership, 40% male membership and 20% of any gender that holds the relevant skills and experience. As at 30 June 2026, there was 40% female representation on the Board.

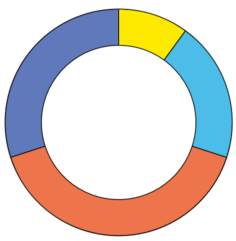
The Board composition includes longer-serving Directors who have a deeper knowledge of the Group's operations and history, and newer Directors.

Board diversity



Male **60%**
Female **40%**

Board tenure (years)[2]



0–1 **10%**
1–3 **20%**
3–6 **40%**
6–9 **30%**

1 Contracts, positions, associations, relationships and other interests.
2 As at the date of this Statement.

Length of Service

The table below sets out the Bank's Directors as at the end of the 2026 financial year and their tenure:

Current Directors	Appointed	Length of Service[1]
Paul O'Malley	January 2019	7 years 7 months
Matt Comyn (CEO)	April 2018	8 years 4 months
Lyn Cobley AM	October 2022	3 years 10 months
Alistair Currie	March 2025	1 year 4 months
Julie Galbo	September 2021	4 years 11 months
Peter Harmer	March 2021	5 years 5 months
Kate Howitt	October 2024	1 year 10 months
Jane McAloon AM	October 2025	10 months
Simon Moutter	September 2020	5 years 11 months
Rob Whitfield AM	September 2017	8 years 11 months

As at the date of this Statement, the Board has 10 Directors, including nine independent Non-Executive Directors and the CEO.[2]

For details of the current Directors' experience and qualifications, refer to pages 64–67 of the 2026 Annual Report.

Full biographies, including each Director's commencement date, are available on our website at commbank.com.au/ourcompany

Board Renewal

Board renewal and orderly transitions are important for effective and sustainable Board performance.

The Matrix frames the ongoing Board renewal process, so that the prescribed skills and experience are present within the Board and address the Bank's existing and emerging business and governance issues.

Jane McAloon AM was appointed to the Board effective 1 October 2025. She brings over 30 years of business and governance experience.

The appointment of Julie Coates as a Non-Executive Director was announced on 6 August 2026. Her appointment will take effect on or around 1 September 2026, subject to regulatory requirements.

Director Induction and Board Education

All new Non-Executive Directors participate in an induction program to assist them in understanding the Group's operations. The following topics form part of the program: strategy, financial, treasury and investor relations matters, risk appetite and key risk issues, technology strategy and cyber security, environmental, social and governance issues, and human resources and remuneration.

A continuing education program is incorporated into the Board calendar, which enables Directors, individually and collectively, to develop and maintain the skills and knowledge needed to support the Board's decision-making.

Annual training on directors' duties is provided to the Board and all directors of Group subsidiaries.

The Directors are subject to the Group Mandatory Learning Policy, under which they are required to complete training relating to Group policies. In the 2026 financial year, this included topics such as financial crime compliance, privacy, workplace health and safety, fraud and scams, information security including cyber security, the Code of Conduct and risk management.

The Board also attended a number of targeted education sessions during the 2026 financial year. Directors gained insights and a deeper level of knowledge on topics such as data strategy, Artificial Intelligence, fraud and scams, privacy and data, climate resilience and modern slavery.

1 As at the date of this Statement.

2 The appointment of Julie Coates as a Non-Executive Director was announced on 6 August 2026. Her appointment will take effect on or around 1 September 2026, subject to regulatory requirements.

4 Instil a culture of acting lawfully, ethically and responsibly

Our Values

Our culture is built on living our values of Care, Courage and Commitment, everyday:

Care	Courage	Commitment
We care about our customers and each other – we serve with humility and transparency	We have the courage to step in, speak up and lead by example	We are unwavering in our commitment – we do what's right and we work together to get things done

Our purpose and values are embedded and reinforced across the Bank through various systems and channels, including leadership communications, policies, processes, learning, development, risk management, performance and recognition. Conduct is formally assessed with respect to the Bank's values, as outlined in the Code of Conduct.

During the 2026 financial year, other mechanisms to reinforce the Bank's purpose and values included:

- developing the annual Organisational Culture Assessment and Plan detailing priority culture (including risk culture) insights and initiatives to continue evolving our culture in 2026, underpinned by our values and purpose;
- embedding our purpose and values through regular targeted employee communications and experiences;
- a focus on leaders and teams making time to reflect, learn and consistently improve how we work together, aligned to our values;
- delivery of leader development programs focused on embedding our values and leadership principles;
- a focus on empowering, developing and connecting leaders across the Bank through an ongoing series of regular leader forums;
- providing broader context on CBA's strategy, operations and external environment through CEO townhalls, Leader forums and Group Executive All Hands;
- continuing to embed learning modules in new starter orientation to share our corporate memory, purpose and values alongside stories and lessons learned from our past to show we thrive as an organisation when we focus on customers;
- regular surveys to help leaders and teams reflect, learn and continuously improve ways of learning and people experience; and
- amplifying values stories and examples through employee recognition programs. This includes both our Everyday recognition program and excellence awards.

Code of Conduct

The Group's Code of Conduct sets the standards of behaviour, actions and decisions expected of our people. The Code connects our purpose, values and key Group Policies, with three key questions: 'Must We?', 'Can We?' and 'Should We?', to help deliver the right outcomes for all stakeholders. Following the Code is mandatory and it applies to everyone in the Group, including Board members, employees and contractors. The Code guides our decision-making, sets clear boundaries, and provides a roadmap for getting help when we run into unanticipated challenges. Material breaches of the Code are reported to the relevant Committee. Consequences for staff not complying with the Code may include termination of employment. The Code is available on our website at commbank.com.au/policies

Conflicts Management

The Group Conflicts Management Policy is designed to identify and manage actual, perceived or potential conflicts of interest. The policy and associated procedures outline the organisational and administrative arrangements in place to support the identification and management of conflicts of interest.

Whistleblower Protection

The Group is committed to fostering a culture where our people and others feel safe to speak up about matters or conduct that concerns them. The Group provides SpeakUP channels for raising concerns, including anonymously. The channels include an online portal and an independent telephone and email service. The Group Whistleblower Policy outlines how concerns can be raised through these channels and how they will be managed.

The Group Whistleblower Policy also outlines the support and protections available for whistleblowers, including access to a Group Whistleblower Support Officer.

An executive Misconduct Governance Committee and the Audit Committee are provided with periodic reporting on the operation of the whistleblower program and significant whistleblower disclosures. The reporting takes into account legislative constraints surrounding both whistleblower confidentiality and protection.

The Group Whistleblower Policy is available on our website at commbank.com.au/policies

Anti-Bribery and Corruption

The Group is committed to embedding a zero risk appetite culture for bribery, corruption and facilitation payments.

An Anti-Bribery & Corruption (**AB&C**) framework, comprising a Group AB&C Policy and Standard, has been created to:

- formally acknowledge, and promote awareness and understanding of, the serious nature of bribery and corruption;
- enable compliance with all applicable AB&C legislation in every jurisdiction the Group operates in, which at a minimum includes the *Australian Criminal Code Act 1995* (Cth), *United Kingdom Bribery Act 2010* and the *United States Foreign Corrupt Practices Act 1977*;
- prohibit the giving, receiving or offering of bribes, facilitation payments or other improper benefits to/from another person, including public officials;
- prohibit any dishonest accounting or the deliberate failure to maintain complete and accurate records for the purpose of concealing bribery and corruption;
- identify potential risks and appropriate controls relating to key bribery and corruption risk areas such as the offering or accepting of gifts and entertainment, sponsorships and donations, hiring opportunities as well as the engagement of third party service providers who may act for, or on behalf of, the Group;
- require all parts of the Group to identify and understand the bribery and corruption risks relevant to their operations, and implement appropriate controls;
- outline the requirements for escalating and reporting Group AB&C Policy breaches; and
- outline the accountabilities across the Group for the ongoing management of bribery and corruption risk.

The Board approves the Group AB&C Policy and any material changes to it.

Material breaches of the Group AB&C Policy must be reported to the Risk & Compliance Committee. The Group AB&C Policy is available on our website at commbank.com.au/policies

5 Safeguard the integrity of corporate reports

Corporate Reporting

The Audit Committee assists the Board to discharge its responsibilities on matters relating to the external reporting of financial information for the Group.

CBA has established principles for an approval process for public documents including annual reporting and regulatory and governance disclosures such as the Annual Report, profit announcements, quarterly trading updates and Pillar 3 Reports. This approval process provides guidance and procedures that support CBA's efforts to:

- prevent the disclosure of inaccurate, false, misleading or deceptive information;
- avoid material omissions in public documents;
- comply with relevant legislation, regulations, industry codes and standards and CBA's policy framework;
- comply with our Code of Conduct;
- perform a heightened degree of validation of certain public documents; and
- obtain appropriate approvals for public documents.

Periodic corporate reports require a verification schedule as a means of verifying the accuracy and completeness of the content. The verification schedule must include each statement within the relevant document, the person who is assigned to each statement together with a record of the sign-off of that person. The verification process requires that the appropriate approver sign off on the accuracy and completeness of the information.

CEO and CFO Declarations

Before the Board approved the Group's half year and full year financial statements and the consolidated entity disclosure statement for 2026, the CEO and Chief Financial Officer (CFO) provided the Board with written declarations that, in their opinion:

- the Group's financial records have been properly maintained in accordance with the Corporations Act;
- the financial statements and notes comply with the accounting standards and give a true and fair view of the Group's financial position and performance;
- the consolidated entity disclosure statement included in the Annual Report is true and correct; and
- the declarations are formed on the basis of a sound system of risk management and internal control, which is operating effectively.

6 Make timely and balanced disclosure

Continuous Disclosure

The Bank is committed to promoting investor confidence in the markets for its securities by complying with its disclosure obligations in a way that provides investors with equal access to timely, balanced and effective disclosures.

Market sensitive information is released to ASX in compliance with the Bank's continuous disclosure obligations under the Corporations Act and the ASX Listing Rules.

The Group Continuous Disclosure Policy provides the framework for dealing with market sensitive information and seeks to support the Group to comply with its continuous disclosure obligations. The policy is available on our website at commbank.com.au/corporategovernance

Subject to the matters reserved for Board approval, the Bank's Disclosure Committee is responsible for determining whether an announcement is released to ASX, or any other foreign securities exchange, and approving the form of the announcement.

The Board receives copies of all material market announcements promptly after release.

The Bank releases copies of new and substantive investor or analyst presentation materials to ASX ahead of the presentation being given.

In addition, the Bank posts all information released to ASX via the Investor Centre on our website at commbank.com.au/investors

7 Respect the rights of shareholders

CBA is committed to providing shareholders with relevant, timely and high-quality information, enabling them to make informed investment decisions.

Shareholders

The Bank provides key updates to shareholders via ASX announcements.

Our Investor Centre at commbank.com.au/investors contains the latest information on the Bank's strategy, operations and financial performance. This includes ASX announcements, full and half-year results, quarterly trading updates, the Annual Report, shareholder letters, and the Notice of Meeting. Our Investor Centre also provides access to webcasts, videos, result summaries and FAQs.

Our investor relations program is designed to facilitate effective two-way communication between the Bank and its shareholders. This includes briefings on half-year and annual results, meetings with key proxy advisor groups and institutional investors, and addressing various shareholders' ad hoc queries.

Shareholders may communicate directly with us or through our share registry, MUFG Corporate Markets (MUFG). They can also contact CBA Investor Relations about shareholder matters via a dedicated telephone line, email or post. The Bank receives a range of queries through these channels including questions about shareholdings, dividends, the AGM, and sustainability matters.

The AGM provides shareholders with the opportunity to ask questions and hear from their Board directly.

We are committed to listening and responding to shareholder queries and feedback. Ongoing updates are provided to the Board to facilitate their comprehensive understanding of shareholders' current views. The Chair, CEO, CFO and Group Executives also meet with domestic and offshore institutional investors throughout the year. We engage directly with buy and sell-side analysts, proxy advisors, the Australian Shareholders' Association and retail stockbrokers.

Annual General Meeting

CBA recognises the importance of shareholder participation at our AGM.

The 2026 AGM will be held on Wednesday, 14 October 2026 at the Hyatt Regency, Sydney. Shareholders are encouraged to attend and participate.

Shareholders are encouraged to submit questions ahead of the AGM. These can provide useful insights into shareholder concerns and areas of interest, enabling the Chair and CEO to provide relevant feedback on these to the meeting, where consistent themes are raised in advance. Shareholders also have the opportunity to ask questions at the meeting.

CBA offers direct voting which allows shareholders who are unable to participate in the AGM to vote on resolutions in advance, without needing to appoint a proxy to vote on their behalf. CBA conducts voting on all resolutions by poll.

The AGM is webcast live, and a recording of the AGM is made available after the meeting on our website at commbank.com.au/AGM for shareholders who are unable to attend.

Electronic Communications

Shareholders are strongly encouraged to provide our share registry, MUFG, with their email address so that CBA can communicate important information efficiently. Shareholders can choose to receive electronic communication updates by changing their election through the MUFG Investor Centre. The share registry's contact details are provided on our website at commbank.com.au/investors

8 Recognise and manage risk

The Group identifies, measures, monitors and responds to its exposure to financial, non-financial and strategic risks, and is committed to having a Risk Management Framework that enables the effective management of risks and high standards of risk governance in pursuit of the Bank's strategy.

Risk Management Framework

The Board is ultimately responsible for the Group Risk Management Framework (**RMF**) and for overseeing its operation. It is outlined in the Group Risk Management Approach (**RMA**) and sets out the Board and Executive Leadership Team's (ELT) expectations regarding how we behave to identify, measure, monitor and respond to our risks. It incorporates:

- the Group's Business Plan, consisting of the Group Strategy and the Group Financial Plan, which sets out the strategic priorities for the forthcoming financial year, including the metrics to be tracked and assesses the material risks associated with the implementation of the Group's strategic objectives; and
- the Group Risk Appetite Statement (**RAS**) which establishes the type and degree of risk the Board is prepared to accept and the maximum level of risk that the Group must operate within whilst executing the Group Strategy.

The RMA is reviewed annually by the Board, with the last review undertaken in December 2025. As required by APRA's Prudential Standard CPS 220 Risk Management, the Board:

- sets the Business Plan, the RAS and the RMA and oversees the development of policies and procedures aligned to these, to deliver clearly defined and documented roles, responsibilities, and formal reporting structures for the management of material risks;
- maintains an RMF that is appropriate for the size, business mix and complexity of the Group, and oversees its operation by management;
- oversees a comprehensive review of the RMF by operationally independent persons at least every three years, and by Group Audit & Assurance (GA&A) in alternate years;
- receives regular management reporting to monitor that material risks are managed within approved appetite;
- forms a view on the risk culture of the Group and oversees relevant improvement action plans; and
- delivers an annual Risk Management Declaration (RMD) to APRA that the RMF is appropriately and adequately designed and operating effectively in all material respects or otherwise qualifies the RMD with steps to remedy these key matters.

The Three Lines of Accountability (**3LoA**) model organises the risk accountabilities to manage the Bank's risks and is captured in the RMA. The Group's Line 2 Risk Management function, also referred to as the 2nd Line of Accountability, is responsible for the design and oversight of the RMA.

For more information, refer to pages 73–83 of the 2026 Annual Report.

Internal Audit

GA&A is the Internal Audit function of the Group, also called the 3rd Line of Accountability. Its role is to provide independent and objective assurance and related advisory/consulting services to management and to the Audit, Risk & Compliance, and People & Remuneration Committees.

GA&A is structured to be independent of management, with the most senior GA&A executive, the Group Auditor, reporting directly to the Audit Committee Chair. The Audit Committee holds regular discussions with the Group Auditor in the absence of management. The Group Auditor may only be appointed or dismissed with the Audit Committee's approval. The Group Auditor has free and unrestricted access to all required Group information, people, property and records to discharge GA&A's role. In major offshore subsidiary entities, local audit teams operate with a direct reporting line to local board committees.

GA&A operates under a separate Charter approved by the Audit Committee, conducts its activities in line with local accounting and regulatory standards and conforms to the Institute of Internal Auditors' Global Internal Audit Standards. GA&A is also subject to external review every three years.

GA&A's responsibilities include:

- developing a risk-based annual Group internal audit plan for the Audit Committee's approval and adjusting that plan where necessary to reflect current and emerging risks;
- executing the audit plan in line with approved audit methodologies and reporting the results of its work to management, the Audit Committee and, where appropriate, to the Risk & Compliance Committee; and
- escalating to management, and the Audit Committee or Risk & Compliance Committee, as appropriate, instances where GA&A believes that management has accepted a level of risk in excess of the business area's approved risk appetite. The Group Auditor also monitors and reports on progress in addressing significant control and risk issues.

External Auditor

PricewaterhouseCoopers (**PwC**) was appointed as CBA's External Auditor at the 2007 AGM. The External Auditor provides an independent opinion on whether, among other things, the Group's financial report provides a true and fair view of the Group's financial position and performance.

In line with legislation promoting auditor independence, CBA requires rotation of PwC's lead audit partner after the audit of five successive financial years. The current lead audit partner, Elizabeth O'Brien, assumed the lead audit partner role on 1 July 2022. The lead audit partner holds regular discussions with the Audit Committee without management present. The External Auditor attends the AGM and is available to respond to shareholder questions on any matter that concerns them in their capacity as auditor. The Group and its External Auditor must comply with Australian and United States auditor independence requirements. United States Securities and Exchange Commission rules apply to various activities the Group undertakes in the United States, even though the Bank is not registered under the US *Securities Exchange Act of 1934*. A statement of the Board's satisfaction that the non-audit services provided by PwC did not compromise the auditor independence requirements is provided in the Directors' Report, within the 2026 Annual Report.

Environmental and Social Policy

The 2025 Group Environmental & Social Policy sets out the minimum requirements to manage the impacts of climate change, nature and human rights in relation to the Group's operations, supplier management, and financing and bond facilitation. CBA updates the Group Environmental & Social Policy on a biennial basis.

For more information on our Environmental & Social Framework, which reflects the minimum requirements set out in our Environmental & Social Policy, see commbank.com.au/policies

For more information about the Group's material risks, including its environmental and social risks, refer to note 9.1 of the Notes to the Financial Statements on pages 271–276 of the 2026 Annual Report.

Our reporting complies with the mandatory climate reporting requirements in Australia. From the reporting period ending 30 June 2026, the Corporations Act requires us to include climate-related disclosures within a Sustainability Report as part of our Annual Report. In addition, we outline our commitments and progress towards certain social objectives through reporting including through our annual Modern Slavery and Human Trafficking Statement and our Reconciliation Action Plan Progress Report. Our reports are available on our website at commbank.com.au/reporting

9 Remunerate fairly and responsibly

CBA's remuneration arrangements are designed to attract and retain high quality directors and senior executives and to align their interests with the creation of value for shareholders and with the Bank's values and risk appetite.

Executive Remuneration and Performance

The People & Remuneration Committee assists the Board to discharge its responsibilities on matters relating to:

- the Group's remuneration strategies, recognition programs, and effectiveness of the Group Remuneration Policy and other people-related policies; and
- remuneration arrangements for Non-Executive Directors of the CBA Board, the CEO and the CEO direct reports, Accountable Persons, and any other specified roles of the Group. In carrying out its role, the People & Remuneration Committee oversees the Bank's people and remuneration practices and recognition programs so that they are aligned to the Group's Remuneration Policy and principles, have regard to performance and financial soundness, satisfy governance, legal and regulatory requirements, and encourage behaviours which support good outcomes for customers whilst appropriately mitigating against operational, financial, non-financial, regulatory and reputational risks, and do not reward conduct that is contrary to the Group's values, culture or risk appetite.

For more information on the Bank's remuneration arrangements, refer to the Remuneration Report on pages 150–182 of the 2026 Annual Report.

The Bank has a formal process for evaluating the performance of the CEO and the CEO direct reports at least annually. During the financial year, a review was undertaken in February and June by the People & Remuneration Committee (concurrently attended by the Audit, Risk & Compliance and Nominations Committee members) which evaluated the CEO's performance and his assessment of the performance of his direct reports.[1] In addition, these meetings specifically considered risk and audit outcomes relevant to executive performance. Final performance outcomes were then recommended by the relevant Committee(s) to the Board for approval in August 2026. The basis on which individuals' performance was evaluated, and remuneration outcomes determined, is summarised in the Remuneration Report on pages 150–182 of the 2026 Annual Report.

Gender Pay Equity

We seek to achieve gender pay equity. The Bank's female to male pay comparison for employees working in similar roles and at similar levels is reported on page 87 of the 2026 Annual Report. During the 2026 financial year, the gender pay gap increased slightly at the Executive General Manager and General Manager levels, improved at the Executive Manager level and remained broadly consistent at the Manager/Professional and Team Member levels. We review pay equity throughout the year and as part of our annual remuneration review process.

Securities Trading

The Group Personal Trading Policy sets out when our people and their associates may deal in Group securities.

The policy prohibits dealing in securities when in possession of inside information. It also prohibits specified persons and their associates from most dealings in Group securities except during limited 'trading windows'.

The policy also sets out certain prohibitions on hedging or otherwise limiting economic exposure to equity price risk in relation to equity-linked remuneration issued under any Group equity arrangement.

The Group Personal Trading Policy is available on our website at commbank.com.au/corporategovernance

1 Performance and remuneration outcomes of the CEO of ASB are approved by the ASB Board and reported to the People & Remuneration Committee with the request that the Committee recommend them to the CBA Board for approval, contingent on the ASB Board approval.

Commonwealth Bank